



PRINT YOUR FUTURE

**Attracting a New Skilled Workforce  
for Quality Jobs in the  
European Graphic Industry**

(Project ref. VP/2019/001/0061)

**Project Final Report**

SUPPORTED BY



## Print Your Future:

Attracting a New Skilled Workforce for Quality Jobs in the European Graphic Industry  
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## FOREWORD

UNI Europa Graphical and Intergraf have been cooperating for many years long before both organisations entered into a formal social dialogue at European level. In the past 10 years several joint projects were conducted that focussed on ensuring the future of the graphic industry. In our social dialogue the focus is on the evolution of the industry, with a view to environment and digitization, skills and availability of training, looking also at the image of our industry. These last issues have been selected as particularly urgent and have been taken up in the “Print Your Future Project”. This project is examining a key factor: securing future human resources for the graphic industry and ensuring to attract the younger generations.

Beatrice Klose Secretary  
General Intergraf



Daniel Fernández  
Uni Europa Graphical Secretary



# 1. INTRODUCTION

## 1.1 Background and project objectives

Print is an important contributor to Europe's economy, both now and in the future. The graphical industry is part of Europe's wider manufacturing sector. Its products range from newspapers, books, magazines, business documents, greeting cards, identification documents and cash to printed packaging, signage, labels, printed electronics, and many other products that serve citizens and businesses day after day.

The graphical industry in Europe comprises some 100,000 printing companies that employ 520,000 people and generate a turnover of €70 billion (Eurostat 2018 for EU27). The industry is dominated by small and medium-sized enterprises (SMEs), with approximately 95% of the companies in Europe employing fewer than 10 staff.

The Covid pandemic has certainly accelerated the move towards digital technologies for industry, business and citizens. However, already with the rise of the internet the printing industry has been innovating and adapting to the digital transition and thus is equipped to face the next challenge. Printers themselves are using digital technologies and processes to communicate with clients and produce their products. But the industry is not seen for what it is. In the minds of many people its products are wrongly reduced to books, magazines and newspapers which are but 14 % of all the products the industry produces.<sup>1</sup> Its production processes are often perceived as traditional and outdated.

Print today is part of the communication mix, but print also helps to fill the digital gap, printed products are essential for a fair and inclusive digital transition. Without them, tens of millions of people in Europe without digital skills or tools would not be able to access the information they need.

The European graphical sector is increasingly affected by the growth of electronic media, imports from low-cost countries, structural overcapacity, concentration at the level of paper and ink suppliers, and the fluctuating costs of raw materials. This requires the industry and companies to restructure or adjust their offer to remain relevant and agile in a changing market.

An important part of this is ensuring the availability of relevant skills for new and existing staff. A fundamental asset of the printing industry is its workforce, and a new generation of print professionals is required to produce the products our society needs and to keep the sector sufficiently dynamic and agile to respond to its challenges. To ensure the competitiveness of the graphical sector in Europe, we must work together to promote the value of print products and ensure we both equip and inspire future generations.

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<sup>1</sup> Eurostat data, Intergraf Economic Report 2021

## The project

The present report collects the main outcomes of the EU Social Dialogue Project “**Print Your Future: Attracting a new skilled workforce for quality jobs in the European graphic industry**” (hereafter “**Print Your Future**” or “**PYF**”). The project – which ran from February 2020 to January 2022<sup>2</sup> was funded by the European Commission’s Directorate General for Employment, Social Affairs, and Inclusion.

Print Your Future was designed and co-coordinated by the European social partners for the graphical sector: *Intergraf* – the European association representing employers, and *UNI Europa Graphical* – the European trade union representing workers. The project was also supported by four country experts: the *Association of Estonian Printing and Packaging Industry - AEPPi* (Estonia), *Stuttgart Media University (Hochschule der Medien Stuttgart)* (Germany), *GOC* (the Netherlands), and the *Associação Portuguesa das Indústrias Gráficas e Transformadoras do Papel - APIGRAF* (Portugal). Technical expertise for the project was ensured by *Spin360*.

The overall objective of the project was to promote and strengthen the attractiveness of the printing sector for young people, in order to favour both their entering and staying in the sector. The main goal was thus to implement activities aimed at promoting a modern, innovative and people-centred printing industry, to both inspire and attract future generations but also to retain young workers, including focusing on good working conditions, career development and workforce engagement.

This was done through the continuous development of knowledge and tools to support stakeholders in implementing concrete strategies to recruit and keep the next generation to the printing industry. In particular, the project was split into the following main Work Packages (WP)<sup>3</sup>:

- Work Package 1 – **Diagnosis: recruitment & employment of young Workers: problems, solutions, best practices & strategy;**
- Work package 2 – **Capacity building & implementation;**
- Work package 3 – **Promotion, dissemination & communication tools;**
- Work Package 4 – **Final conference.**

The report presents the results of the activities implemented under each Work Package, and consists of four main chapters, as follows:

- Chapter 1, which provides an **introduction to the project** in terms of background and objectives and briefly describes the methodology that has been applied throughout the project;
- Chapter 2, presenting the **main findings, recommendations and best practices** collected as part of the different project tasks;
- Chapter 3, which specifically focuses on the project activities regarding **sectoral communication and dissemination** towards young people;
- Chapter 4, which draws the **main conclusions** of the project and details further possible next steps and ways forward.

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<sup>2</sup> The project was initially foreseen to end in July 2021 but it was granted a 6-month extension due to the restrictions posed by the COVID-19 pandemic and the impossibility to properly carry out the majority of project’s activities

<sup>3</sup> For more details on each Work Package and the methodological approach used, please see section 1.2 “Methodology”

## 1.2 Methodology

To achieve the above-mentioned project objectives, a mixed-method approach was adopted for each of the Work Packages:

- Work Package 1 – **Diagnosis: recruitment & employment of young Workers: problems, solutions, best practices & strategy:** this activity consisted in gaining an understanding of the current state of the art in attracting and retaining young people to the sector, including challenges, recommendations and best practices. Thus, major focus was put on the process of recruitment of young people, and the factors that influence the employment conditions of young people. This was mainly done through *an off-site survey* and *discussions among sectoral stakeholders*. Apart from European stakeholders Intergraf also interviewed representatives from the US printing industry to gather input from a country outside the EU. All these results were then presented, validated and formalised during a *High-Level Workshop*<sup>4</sup> gathering sectoral experts from companies, education and training providers, associations, unions and public authorities. The Workshop represented a bridge between research and implementation, contributing to the definition of the expected outcomes of the capacity building and implementation. The selection of the best practices collected can be found in Annex A of this report.
- Work package 2 – **Capacity building & implementation:** this activity focused on the creation of a common framework to support sectoral stakeholders in finding, attracting and keeping the next generation to the sector, as well as pointing to examples of success stories from Europe. The result of this activity is represented by a practical Best Practice Toolkit<sup>5</sup> *“How to find attract and keep the next generation”* which – by gathering all project outputs, recommendations and best practices, gives concrete advice to sectoral stakeholders (companies, associations and trade unions) who want to be inspired and get ideas on how to make the sector or their business attractive for the next generation and remain competitive, modern and innovative.
- Work package 3 – **Promotion, dissemination & communication tools:** this activity aimed at ensuring an adequate communication of the project by creating a new sectoral identity and disseminating, involving and directly engaging young people. Four “Young Workers’ Days” were organized in the four participating countries (Estonia, Germany, the Netherlands and Portugal), as well as direct interviews with young workers, with the goal to share their concrete experiences in working in the graphical sector.
- Work Package 4 – **Final conference:** the final conference represents the main public event of the project, with the aim to share all project outcomes with interested stakeholders and setting the way forward.

The results of the activities for each WP will be described in the next dedicated chapter.

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<sup>4</sup> The event was held online on November 17, 2020.

<sup>5</sup> The main output of Work Package 2 “Best Practice Toolkit” is not addressed in this report as it represents a practical output itself. It can be consulted in Dutch, English, Estonian, French, German, Italian, Portuguese, and Spanish at the following link: <https://printyourfuture.eu/best-practice-toolkit/>

### 3. FIND, ATTRACT, KEEP: KEY PROJECT FINDINGS

Data gathered across European countries demonstrates the current difficulties in recruiting young people, not only in terms of numbers but also in terms of skilled, competent and adaptable workforce. For example, according to a recent survey from the British Printing Industries Federation<sup>6</sup>, one of the UK printing industry's top four concerns is related to *access to skilled labour*, along with substrate costs, competitors pricing below cost and economic impact of the COVID-19. In addition, a survey carried out by the German Printing Association (Bvdm)<sup>7</sup> in 2020 shows some alarming results, such as:

- Apprenticeship vacancies can be hardly filled due to a lack of suitable applications;
- A great majority of companies have difficulties to fill positions for skilled workers, especially for technicians;
- business performance is decreasing due to the lack of skilled personnel.

Considering the above mentioned needs it is important to tackle employment shortages and action must be taken on several fronts. This is why the project has focused on two main issues currently affecting the sector:

- *Recruitment* of young people: the process of finding, attracting, training and hiring new people and providing them with the necessary skills and opportunities to work in the printing industry;
- *Employment* of young people: establishing and ensuring the working conditions which can help the industry in retaining young workers.

This chapter contains all the results of the diagnosis activity under WP1 (which set the ground for the implementation under WP2): those of the off-site survey as well as the outcomes emerging from the discussions with sectoral experts, including main sectoral problems in attracting and retaining young people to the sector, potential solutions and best practices already implemented to tackle such challenges.

The first step was represented by the off-site survey similarly organized into the two sections of *recruitment* and *employment*: the first more focused on attractiveness issues, as well as the VET abilities, capacities and implementation strategies to engage the youth; the second more concentrated on retention management to guarantee the industry's sustainability in terms of workforce. A total of 357 respondents completed, or partially completed the survey. 196 respondents completed the first section of the survey, specifying who they were and sharing their contact details. The following Figure 1 describes the stakeholders distribution and shows that "printer" was most common type of respondent (42%).

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<sup>6</sup> BPIF Printing Outlook Quarter 3, 2021, British Printing Industries Federation, August 2021

<sup>7</sup> Umfrage zur Ausbildungs- und Fachkräftesituation 2020, bvdm

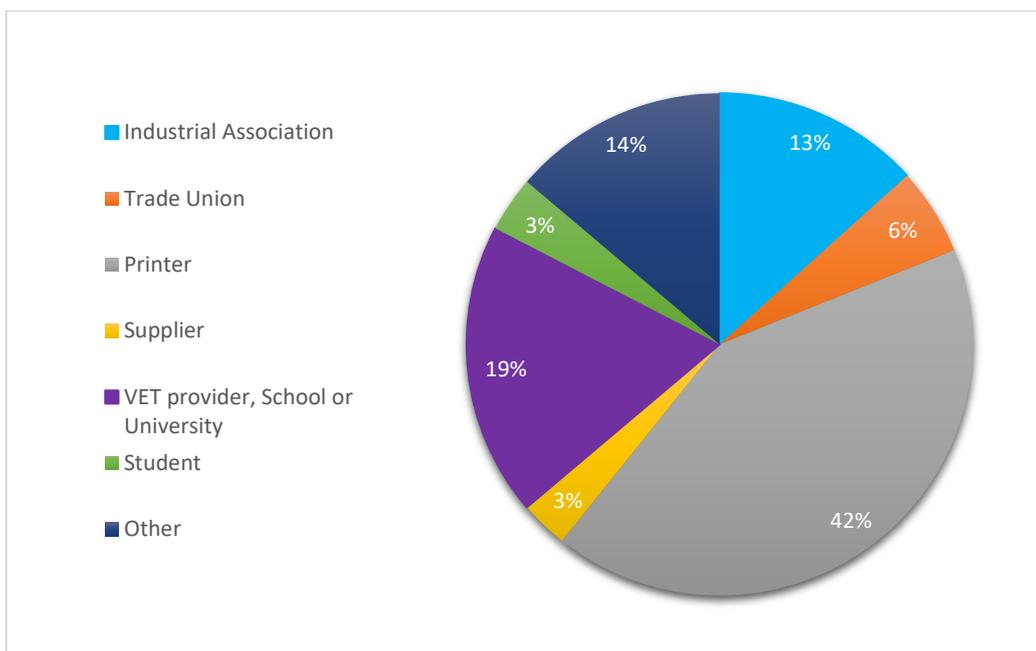


Figure 1: Stakeholders distribution

With reference to the countries of respondents, responses mainly came from the partner countries, namely Portugal, the Netherlands, Estonia and Germany (Figure 2).

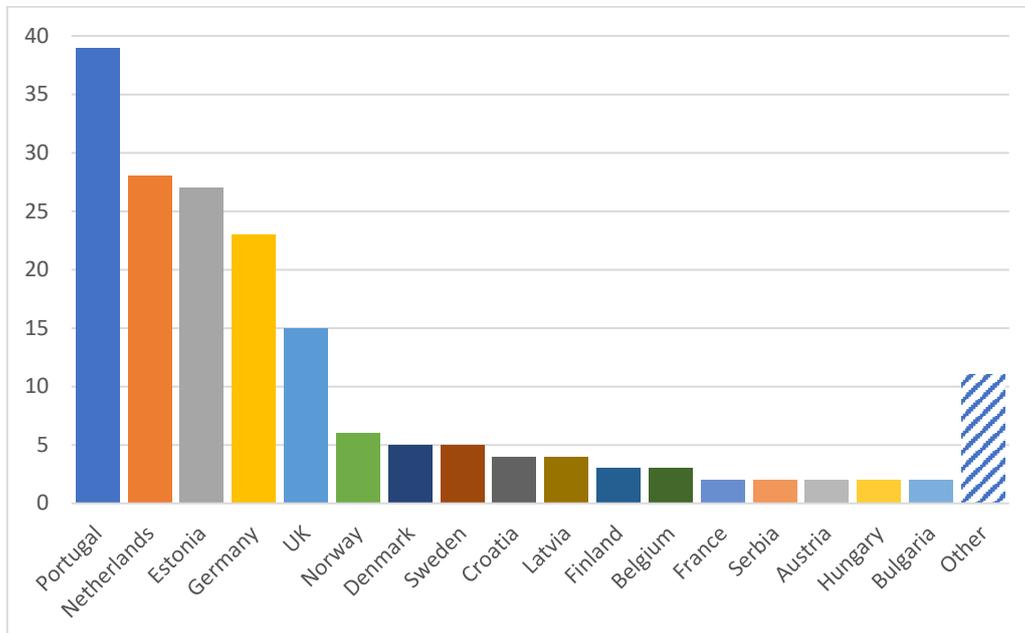


Figure 2 Respondents per country

### 3.1 Facts and figures in recruitment of young people<sup>8</sup>

From a more general and qualitative point of view, there was consensus among respondents that the most important area to be addressed in the recruitment of young people is related to the image and knowledge that young people – and also their parents – have of the sector. The first common problem is that people are not at all aware about what a job in the printing industry can be. In fact, 82% of respondents of the survey stated that the attractiveness of the sector is currently a problem. Those were also asked to evaluate possible solutions to be implemented to solve the problem, and the most voted issues relate to the necessity of **reworking the image of the sector with a view to young people** followed by creating a **career path for young people** and a **communication campaign oriented to young people**.

The lack of knowledge is in fact often associated with a bad image of the sector: it is perceived that the printing industry is progressively declining due to being old fashioned (i.e. only linked to the production of paper books or newspapers), and that working in print does not guarantee a stable future in terms of income and job security. Also, the sector is thought of as being not environmentally friendly, even though this is not true. This is a crucial issue to be considered, because young people are more and more interested in contributing to tackling climate challenges and achieving sustainability goals. Thus, the sector should reflect on how to leverage on such values and attract young people by showing them that the sector is actively contributing to a sustainable future and is compliant with sustainability requirements. One example is that print products are made out of a renewable and recyclable raw material. Europe has a paper recycling rate of 73.9% and it increases to 82.9% if you consider paper and board packaging.<sup>9</sup>

Therefore, as part of the attractiveness strategies, the sector should reflect on how to communicate the importance, the potential and the wide range of possibilities within print. The public generally believes that print products are limited to books, newspapers and magazines. This is however not the case. These three products only constitute 14% of all print products produced<sup>10</sup>. Packaging which makes up more than 50% of the production of print plays a huge role in our daily lives and is often overlooked.

Another crucial component addressed in the survey relates to education and training: the question on the availability and implementation of sector-specific VET programmes was perceived as problematic by 59% of respondents. Having **technical high schools specific for the sector** is the solution receiving the majority of votes, with **apprenticeships** and **training on the job** following closely behind.

Also the capacity to provide young people with guidance programs and career information tools needs revisioning, and a possible best practice is the **link between company training programmes to career opportunities**. **Life-long learning** and **certificates** are two other important issues for skills recognition and transferability.

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<sup>8</sup> Detailed results of the survey on recruitment, including graphics and numbers, are available in “7. ANNEX B: RESULTS OF THE SURVEY”

<sup>9</sup> European Recovered Paper Council, Monitoring Report 2020

<sup>10</sup> Smithers for Intergraf Economic Report 2021

To support mobility within the printing industry at EU level, respondents of the survey on the recruitment also suggested focusing on **public incentives and financial support**, followed by **training to overcome language barriers**.

It is also necessary to review the role of career counselling and employment offices, which could help young people in finding their way in the printing industry. This can be addressed through **specific communication programmes on work possibilities in the industry**, as well as **better information to employment offices and career advisors**.

Finally, another issue relates to the need for a fundamental **restructuring of the sector** to be able to attract young people and allow for a **generational handover**, given the fact that the average age in the sector is rather high and many of the current workers will retire in the near future.

### 3.2 Facts and figures in employment of young people<sup>11</sup>

In addition to the well implemented European Social Dialogue of the graphic sector, the sector is generally governed by collective agreements, which are discussed at national level. This ensures that the rights of workers are guaranteed. When addressing employment in general, we can evidence that respondents pointed out some other important factors. These refer to a lack of job stability, shift times and uncertainty about salaries and clear promotion lines. The latter is also connected to the absence of targets and role-based competencies frameworks to support career progression.

From the results of the survey on employment it is evident that – from the onboarding phase, the sector should **work on retention strategies** that focus on **career development, stability** and **workforce engagement**. Also, among the possible solutions, respondents proposed **establishing or reinforcing mentoring programmes** and **revising work-life balance**.

In addition, respondents identify a need to start or improve the implementation of workers' skills development programmes. The proposed actions to be taken mainly relate to the possibility to invest in **life-long learning**, as well as making an **overview of all jobs in the printing industry available** to potential recruits.

The possibility of creating clear career prospects in order to retain young workers is perceived as problematic as well. Here, the results of the possible solutions show that there should be a stronger focus on **internal promotion programmes** as well as on **company communication campaigns**.

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<sup>11</sup> Detailed results of the survey on employment, including graphics and numbers, are available in "7. ANNEX B: RESULTS OF THE SURVEY"

### 3.3 High-Level Workshop and best practices across Europe: where to start?

As previously evidenced, it is crucial to rework the image of the sector with a view to young people, and there are many ways through which this can be done. The results of the survey show that the recruitment area suffers more compared to employment, which presents less critical issues to be addressed. Overall, the industry should therefore focus to a greater extent on strategies dedicated to “finding” and “attracting” young people. However, actions more related to retention and “keeping” young workers should also be encouraged because they play an important role not only in raising the attractiveness of the sector by promoting quality jobs, but they also ensure the existence of a stable workforce. There is currently a higher fluctuation of younger employees in the industry, and this is very much linked to satisfaction: current employees that are happy with their work are the best ambassadors for the sector and they are more willing to remain.

However, for an effective implementation, it is imperative to understand *what* young people are looking for when finding a new job, and consequently trying to align with their expectations. These may include, among others<sup>12</sup>:

1. **Strong company value and culture;**
2. A business that is focused on **making an impact** for the benefit of both the society and the environment – e.g., greater attention on sustainability;
3. The possibility to always **learn new things and acquire new competences**. This is also linked to a **proactive career planning and development;**
4. The role of **coaching and mentoring for personal growth**: better understanding attitudes, inclinations, strengths and weaknesses;
5. **Work-life balance and wellbeing**: this also includes more **flexible working time, home office childcare subsidy and parental leave for fathers**; but also, more attention to health through “**health days**” for information;
6. A modern, flexible and friendly **working environment** with an “open-door” policy;
7. **Competitive salary and pension plan.**

Equally important is also understanding the different needs and motivation in work that younger generations have versus the so called “Gen X” or “Boomers”: the table below<sup>13</sup> helps to better frame this.

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<sup>12</sup> Topics have been taken from the presentation of Prof. Dr. Andreas Otterbach, Stuttgart Media University “Retention Management in the Printing Industry”

<sup>13</sup> Table has been taken from the presentation of Heleen Ernst, U’r Skills “Gen Z, Millennials, Gen X, Boomers: Why they are so different?” - Millennials & Gen Z: captivating and engaging, how do you do it?”

Boomer and Gen X	Millennials and Gen Z
Hierarchy & control	Autonomy & freedom
Boss	Coach
9.00 to 5.00	Flexibility (independent of time and place)
Work-private life	Life
Satisfied - content	Development and challenge
Annual performance review	Ongoing dialogue
'Work is not always fun'	'Want to be seen and heard'
Weaknesses and hexes culture	Strengths and talents
Work and stay humble	Follow your passion, looking for meaning
Assurances, practical, self-reliant	Flexibility, freedom, not afraid of disruption
'The ladder' start at the bottom	'The role' we are all equal

Table 1: Generations in comparison: different needs and motivation in work

A best practice is “an action, initiative or procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption”. A practice is indeed characterized as “best practice” for the effectiveness of the results achieved, for its characteristics of quality and innovativeness, and for the contribution offered to the satisfaction of the need or to the solution of any problem that may arise. The aim of the best practices collection<sup>14</sup> was precisely that of supporting stakeholders in both *finding innovative practices to address recruitment and employment, but also to align their business with the expectations of the next generation.*

Secondly, the collection best practices also shows what is already being done to address the problems of the sector, and in particular those identified in the survey. All these data – problems, possible recommendations and related best practices were introduced to the stakeholders during the *High-Level Workshop*, in to validate the results of the survey and the best practices collected, as well as collect more best practices. The event was attended by 30+ participants from printing companies and associations across Europe (Belgium, Denmark, Estonia, Germany, Iceland, Norway, Portugal, The Netherlands, UK).

The outcomes of the Workshop demonstrated that there is consensus on both the results of the survey as well as the core themes addressed by the best practices. Important issues that have been further stressed by sectoral experts were, among others:

- **Need for stronger cooperation between schools and companies;**
- Need for a **broader view of the potential of the industry:** leveraging on the digital power to reach young people;
- **Necessity to involve other stakeholders besides young people** (e.g., parents and career advisers). These stakeholders often do not understand the different skillsets needed for a job in print, or the variety of positions someone could have. Career advisers especially need proper information so they can communicate it to students. Regarding parents, it is important to show them employability data so that they know that there are trustworthy levels of employability in print;

<sup>14</sup> All the best practices collected are available and mapped in “6. ANNEX A: LIST OF BEST PRACTICES ACROSS EUROPE”.

- Need for **framework to offer mentorship in schools** – with enthusiastic people in print;
- Better **aligning the training offer with the demand from the industry** - schools may also count on special lesson materials produced by the industry;
- Finding a **trade-off between flexibility** of work – which is what young people normally ask for, and guaranteeing them **job stability** for the future as well as ensuring that the job is properly done;
- The **promotion of a company culture** is crucial – and this shall be implemented rapidly. Smaller companies which may have difficulties in doing so should be supported.

With the support of sectoral experts<sup>15</sup>, all the best practices and further inputs were then merged around thematic areas to form the above-mentioned *Best Practice Toolkit*, a guide for associations, unions and companies on how to find potential candidates, how to attract them and how to keep them to the industry.

The toolkit is an easy to use practical guidance document for companies, unions and associations to address the current recruitment and retention challenges of the sector. It is available in 8 languages (English, French, Italian, Spanish, Estonian, Dutch, Portuguese and German) and can be downloaded from the project website: [www.printyourfuture.eu](http://www.printyourfuture.eu).

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<sup>15</sup> British Printing Industries Federation

## 4. REACHING YOUNG PEOPLE: COMMUNICATION AND DISSEMINATION ACTIVITIES

Promoting a new image of the sector to attract a new generation cannot be really effective without aligning with the expectations of young people i.e., what they are looking for in terms of jobs. This implies setting up a communication and dissemination strategy that *speaks their language* and *makes them the real protagonists* of the action. This was the aim of the activities under WP3: ensuring both a good communication of the project by creating a new sectoral identity and involving and directly engaging young people.

### 4.1 New sectoral identity

A dedicated logo has been designed, and the project has been continuously spread out through a specific website<sup>16</sup>. Available in eight languages (DE, EN, ES, ET, FR, NL, IT, PT) it gathers and presents information on:

- **Overview of the sector:** main data and statistics at EU level regarding companies, products produced yearly, number of employees and turnover. Additionally, the website shows what the sector does in terms of production, demonstrating the wide spectrum of possibilities and opportunities it offers through its products;
- **Printing schools and courses** across several EU countries: by scrolling down, a person can better understand what is available in terms of courses in print provided by VET and training centres, as well as Bachelor's and Master's degree;
- **Job profiles:** this section allows to see which jobs the printing industry offers for people with different kinds of skills, and better understand which role fits with the skills of a person;
- **Printing products, techniques and production phases:** to see what production processes look like in a printing company;
- **Project information**
- **Promotional videos and interviews with young people;**
- **Young Workers' Days** (see section 4.2).

With the goal of promoting a new sectoral image by letting young peoples themselves speak about the sector, a core component of the sectoral identity was the realisation of *interviews with young people*<sup>17</sup>. The objective was to involve testimonials of young workers from companies across the four partner countries to share their experiences about working in the printing sector, in order to transmit a more attractive image by communicating a modern, young and dynamic industry. Young people filmed themselves<sup>18</sup> and explained

<sup>16</sup> [www.printyourfuture.eu](http://www.printyourfuture.eu), last accessed November 2021

<sup>17</sup> All interviews (30) are available in the original language of the country with subtitles at <https://printyourfuture.eu/interview>, last accessed November 2021

<sup>18</sup> Due to the restrictions posed by COVID-19 during 2020 and 2021, the interviews (initially foreseen to be inside printing companies) were re-arranged remotely. To make it possible and equally attractive, we provided young people with an "interview kit". The kit included a printed brochure and tips for the filming, as well as small, branded items such as T-shirts and badges to wear during the filming.

their perceptions about their daily work supported by branded communication material and information packages, including leaflets, t-shirts and badges.

## 4.2 Young Workers' Days

A parallel action consisted in finding ways to involve young people and engage them. This was possible through events called *Young Workers' Days* (YWDs) organized in the four participating countries. The aim of these events was to exchange information and disseminate best practices collected from Work Packages 1 and 2, as well as to promote the printing industry to young people. YWDs were organized in two different sessions:

- One **restricted workshop**, where national and local stakeholders (e.g., associations, trade unions, VET providers, schools and universities, training centres, technological centres, orientation services, local and national public administrations) had the possibility to discuss and share experiences on how to favour recruitment of new young workers in the printing industry and on how to meet young workers needs while implementing HR policies.
- One **open session “information and orientation meeting with young people”**: these events took place in different forms in the four countries (see sections below). The aim was to introduce the industry as a potential workplace to young people and connect directly with them, showing and sharing experiences about working in the industry, outlining possible sectoral job opportunities, apprenticeships, training on the job etc.



**Estonia**

### RESTRICTED WORKSHOP

The restricted workshop in Estonia took place onsite on June 15, 2021 in Tallinn, involving participants such as representatives from Ministry of Education and Research, representatives from The Estonian Employers' Confederation, representatives from of Tallinn Polytechnic School, representatives and HR specialist from printing companies.

The seminar revolved around the following topics:

- What are the latest trends in Estonian education?
- How is vocational education evolving?
- How can stakeholders support and assist Estonian printing companies in boosting their profile on the labour market, in updating their internal organisation of work, in hiring employees, in modernising their employee motivation system and in other matters related to professional training and personnel?

The discussion raised a number of issues among participants, which helped to better frame the status of the printing industry in Estonia and how to work in order to attract the new generation.

First, it was evidenced that vocational education is not the first choice of continuing education for young people or their parents. Parents regard higher education as the primary option for their childrens' further education. Even just upper secondary education (i.e., without any speciality) is often seen as more suitable than vocational education. Choosing vocational education is perceived as a "dead end" (even though, technically, access to higher education is available). It is more difficult to continue studies in higher education after completing vocational education, because the percentage of general subjects in vocational education is lower than in upper secondary education, so passing state examinations (which also serve as entrance exams for higher education) is more difficult or the results tend to be lower than those of upper secondary education students.

Linked to the first point is the fact that the technological updating of printing companies and the adoption of new equipment also imposes new expectations on speciality training. The existing curriculum in Estonia does not include contemporary working methods and the teaching of digital technologies to a sufficient extent. Working in a printing company has also become more multifaceted, i.e., it is expected that a person just starting work will be able to handle various stages of work and different pieces of equipment, which means that speciality training should be wide rather than narrow in scope.

Finally, the term 'printing technology' is not appealing for young people: both them and their parents are unaware of the meaning of many job roles – "printing machine operator", "graphic prepress operator", "digital print operator" and "post-press operator" remain incomprehensible to them. Moreover, printing technology specialities are only taught in Tallinn (at Tallinn Polytechnic School). When students from other parts of Estonia start studying at Tallinn Polytechnic School, they usually do not return home, but begin working there. Therefore, companies outside of Tallinn find it more difficult to hire young people with specialised training, and primary training occurs on site.

Many best practices were raised during the workshop, including initiatives and projects of the Estonian Chamber of Commerce and Industry and those under the Tallinn Polytechnic School. Examples are:

1. **Hiring a new generation of workers: Innovative personnel management (REGROW):** its overall objective is to help small and medium-sized companies to hire essential workers, especially those classed as Millennials and Generation Z;
2. **'Tööle kaasa!' initiative** ('Bring Them to Work with You!'): an initiative which invites employers, parents and schools to work together to create new opportunities for young people to learn about working life. By taking part in the initiative, students obtain more information about the professional world and see and experience what day-to-day work is like for their parents and relatives, and what their working day, working environment, work itself and the value it creates are like. Additionally, they see how a company or organisation operates and find out about different professions.
3. **Update of the printing technology curriculum** of Tallinn Polytechnic School, as well as professional standards and action plan going ahead. The curriculum has been named **"Print Media"** (formerly 'Printing Technology'). Recently they started updating its content in parallel with updates to the vocational standards. The new curriculum is more contemporary and attractive to young people

compared to the previous one. Its objective is to extensively prepare students with hard sciences. The current three-year course could become a four-year course in the future, with the speciality only being taken up after the third year. In addition, it has been proposed that vocational standards could also remain as separate specialities in the future, such as “printing machine operator”, “graphic prepress operator”, “digital print operator” and “post-press operator”.

## INFORMATION AND ORIENTATION MEETING WITH YOUNG PEOPLE

This part of the event was held under the “PrintMeedia LIVE<sup>19</sup>” initiative, held virtually on May 26, 2021. The event was led by a famous Estonian TV host and participated by alumni from the Tallinn Polytechnic School and CEOs from printing businesses who shared their perspectives regarding:

- What you learn at school and what real life in a printing house is
- What are the innovations in the printing industry and what problems do they solve
- The printed world around us – the many different types of products (do we even notice these are printed) and how they are produced
- Changes in the work of the printing company: printing like a creative agency.

Between the above conversations there were short lectures, company videos and also videos of Print Media studies at Tallinn Polytechnic School. Lectures revolved around the following key themes:

- *Where does paper come from and where does it go? Paper as a green material*
- *Why do we need packaging?*
- *We live in a printed world*
- *Why did modern man start writing?*

The whole event<sup>20</sup> was widely advertised through several channels, including Facebook<sup>21</sup>, TikTok, Instagram and a dedicated website<sup>22</sup>, and information was also distributed via the list of career counselors at schools (via Education and Youth Board), the list of career counselors of labour market (via Estonian Unemployment Insurance Fund) and the list of schools in Tallinn (via Tallinn Education Department). In addition, an outdoor campaign with posters was also used.

The PrintMeedia LIVE was planned to meet young people virtually, so most of the promotion for virtual event was carried out also virtually.

During 2 weeks before the virtual event “PrintMeedia LIVE”, the Estonian Printing and Packaging Association (AEPPI) used three channels in their communication campaign to promote the event:

- Facebook. The AEPPI Facebook account was used for 2 paid advertising campaigns for the target group in age 30-55 (parents of primary target group):
  - Event: PrintMedia LIVE – invitation to the event

<sup>19</sup> <https://www.youtube.com/watch?v=aCuJvy3eGAo&t=5408s>, last accessed November 2021

<sup>20</sup> Conversations (separate videos), lectures and company videos are all available at <https://www.youtube.com/channel/UCq6goREuC9McnYuwvBOJUfQ/videos>, last accessed November 2021

<sup>21</sup> <https://bit.ly/3hwjiq0>, last accessed November 2021

<sup>22</sup> <https://www.tulejatryki.ee/printmeedialive/>, last accessed November 2021

- PrintMeedia LIVE Stories – introducing the event guest and topics
- Instagram. Paid campaign for primary target group (people in age 13-25), the same content as in Facebook campaigns
- Tik-Tok – short video to promote the event for primary target group (people in age 13-25).

The visuals for social media communication campaign were created by AEPPI communication partner according to the Print Your Future brandbook. The post in social media and on website were made by AEPPI.

The event “PrintMeedia LIVE” was streamed in Youtube and Facebook. There were 135 participants online on Youtube channel and 130 participants on Facebook channel. The event was recorded and available for later watching in Youtube and on website: [tulejatyki.ee/printmeediaalive](http://tulejatyki.ee/printmeediaalive).



**Portugal**

The YWD in Portugal was held on June 1<sup>st</sup>, 2021. It consisted of a full-day webinar, comprising both the restricted workshop and the presence of young people. The whole event addressed the following key themes:

- Attracting and retaining young people in the industry - challenges and opportunities;
- Graphic sector - Opportunities for an attractive industry;
- Professional teaching and learning in the printing industries.

The event gathered a total of 231 registered participants, including young students and young workers, teachers, companies, union representatives and national employment organization representatives. The event was structured in a way where each stakeholder could have their say and express their opinion of the sector “from within”. In addition, a section more focused on the opportunities as well as education and learning in the printing industry with the involvement of the young people was held.

The event represented an opportunity to better frame the status of the printing industry in Portugal, and participants raised a number of interesting points and recommendations for the future of the sector, including:

- **The role of parents:** they should be **better informed** on what the sector is. Sometimes, parents end up being a distancing factor, because they do not know the what the sector offers and tend to negatively influence their children;
- **Stronger communication between schools and companies:** this was very much underlined by teachers; the Portuguese national association and the companies have the role and duty to go to schools and show how the printing industry works and what the printing industries are for;

- Two main factors to consider when attracting young people to the industry: **the wage of qualified young people** and making them realize that they won't go into a world of undifferentiated work;
- **Connection of students and schools with the industry:** study visits, internships, in-house and schools' events, workshops with guest speakers, as well as a wide range of other initiatives;
- We must **find creative ways to draw young people into the industry:** this was very much stressed by young workers themselves. Although this is an attractive sector for young people, it needs to have more visibility with them. It is also very important to call young people into the practical world.

The event was promoted through a website<sup>23</sup> with program, full sessions videos and Portuguese young workers interviews, as well as through a dedicated Facebook campaign<sup>24</sup>. It was also subject of an article inside the Portuguese magazine *Do Papel*<sup>25</sup>.



**Germany**

The Young Worker's Day in Germany took place online (zoom video conference) on 28<sup>th</sup> September 2021. It was organized by the Stuttgart Media University (HdM) with the support of the local printer's association dmpi of the federal state Baden-Württemberg. This event served to present the results to a wide circle of users and to express opinions and "best practices". Both the restricted workshop and the orientation meeting gathered 25+ participants including the university representatives, VET providers and students.

The morning session of the YWD was dedicated to statements and keynotes by important stakeholders. After the introduction by Prof. Dr. Wittenzellner and the project leader Beatrice Klose from intergraf Prof. Dr. Volker Jansen from the Hochschule der Medien, Stuttgart gave insights on the internationalisation of the higher education in the print and media sector. He also presented new trends in print production and the great variety of printed products. Afterwards, industry representatives had their say, on the one hand Dr. Michael Seydel, Heidelberger Druckmaschinen on PYF and Print 4.0 from the perspective of the supply industry and on the other Anke Frieser Tausch from the DFTA, the German Flexographic Technical Association. She spoke about the packaging industry's view of the shortage of skilled workers. A presentation by the head of the Gutenberg School for vocational training, Stuttgart, Edgar Waldruff rounded off the morning.

Thus, opinions from the stakeholders of the sector could be heard on the one hand, and on the other, young people who already work in the sector gave their statements in the afternoon session. After the introduction by Prof. Dr. Volker Jansen Melanie Erlewein from the printer's association dmpi pointed out how important

<sup>23</sup> <https://youngworkersday.pt/>, last accessed November 2021

<sup>24</sup> <https://pt-pt.facebook.com/apiigraf/>, last accessed November 2021

<sup>25</sup> The full article is available at <https://www.dopapel.com/index.php/reportagens-e-entrevistas/4578-young-workers-day-e-preciso-mostrar-o-potencial-da-industria-grafica-aos-jovens>, last accessed November 2021

it is to attract new skilled workers. The first testimonial was then given by Celisa Völckel. After her apprenticeship as a “Mediengestalter” she enrolled in the study course Print Media Management (B.Sc.) at HdM and now finished, she is running her own business called “GRAFIK.LISEL” in communication design as a classical freelancer. In his testimonial Dr. Heiko Angermann reported about his apprenticeship as a printer followed by the bachelor degree in “Druck- und Medientechnologie” (B.Eng.) at the HdM. After finishing a master degree, he pursued a PhD about personalised publications in cross media and now is working as a lecturer at the Hochschule Darmstadt, Hessen Germany, Fachbereich Gestaltung. Prof. Dr. Bettina Tabel, teaching design in the study course “Wirtschaftsingenieur Medien” at HdM presented about the importance of design skills in the print and media area. In his presentation Prof. Dr.-Ing. Gunter Hübner from the study program “Print Media Technologies” emphasized that print is much more than applying coloured ink on paper. He showed the broad range of products that are opened by functional printing or printed electronics. All participants agreed that the image of the printing industry in the minds of most young people (“old fashioned processes like they were already used by Gutenberg”) must change as it does not reflect reality.

The presentations ended with referencing the videos on the PYF website and one video from the website of the study course PMT ([www.hdm-stuttgart.de/pmt](http://www.hdm-stuttgart.de/pmt)).

The testimonials and presentations were followed by a very lively discussion round that summarised the day. The discussion lasted almost one hour longer than originally scheduled. Mainly stakeholders and presenters gave their opinions, the contribution of participating students and pupils was rather low.



## The Netherlands

### RESTRICTED WORKSHOP

The restricted workshop in The Netherlands took place online on September 15<sup>th</sup> 2021, gathering 15 participants among employers' organization, trainers/educators and HR managers of a number of companies.

After an introduction on the development of the labour market in the Netherlands, as well as demographics on the printing sector (with attention to the unemployment figures, the expected outflow and the development of the training courses and the demand for them) some interesting key themes emerged from the discussions.

First, participating companies have been working for several years to find a good way of recruiting young people. To do this, it is important to familiarize people with the organization and to integrate them, in order to prevent premature departure. Among the most important points, it has been evidenced that:

- Shift work is considered as problematic, leading to a premature departure from the organization. Irregular shifts are not the main problem, but night shifts are;

- Career perspective is important, young people want to grow quickly in their position and are looking for independence in their work. They have less patience. In addition, they can change jobs faster, they actively look around and look for the best option for them. They are looking for a pleasant workplace, personal development, self-development and perspective;
- With regard to the recruitment of employees, it is advocated to develop a national 'catchy' campaign that makes working in the graphic sector attractive again. With attractive job names, such a campaign is now being prepared in the Netherlands. It is important that the image that people get matches the reality they find in their work. This can be done by using social media: TikTok, Youtube and, for example, Spotify. It is important that it fits in with the experience of young people. Good promotional material is needed, specifically in line with the company that is being created for.

The most important conclusions that can be drawn from the discussion is that the picture to be sketched of the graphic sector must be in line with reality. But most importantly, young people need to be heard about what they want and what they are looking for in their work: the tradition of a job with primary and secondary employment conditions on the basis of a traditional collective labour agreement is no longer sufficient. In addition, it shall be made it clear to companies that they need to think differently about recruiting people in other ways (channels are not the most important thing - but being authentic as a company and do what you promise) The next envisaged step is to talk to young people, inform them in all phases of education from primary school to secondary education and higher education. This can be done locally, but also nationally.

### **INFORMATION AND ORIENTATION MEETING WITH YOUNG PEOPLE**

The orientation meeting with young people was held on October 12<sup>th</sup>, 2021 within the trade fair “Vakdag Print & Sign”<sup>26</sup> in Nieuwegein, which gathered more than 1,200 graphic professionals.

The meeting was attended by more than 150 people – entrepreneurs, HR specialists, young employees and students of the GLU - Grafisch Lyceum Utrecht. To integrate the Young Workers Day the Vakdag Print & Sign was exceptionally opened to students whereas usually it only accessible to employees and employers).

The main objective of the meeting was how to provide *tools* for companies in the recruitment of new staff; and where attention shall be paid to be able to bind young people and captivate them permanently. Therefore, in the format of an open conversation, the meeting revolved around the following themes:

- What motivates young people to choose (or have chosen) a role in the printing industry: education, type of work, future expectations;
- How to move in the current labour market as a printing industry.

The meeting was kicked off by generation specialists and researchers on the topic of shortage of professionals and the role of Millennials. The most crucial requirements young people seek when looking for a new job where underlined – such as flexibility, freedom in work and room for self-development rather than permanent contracts. This naturally led to an open discussion between students, entrepreneurs, trainers and other stakeholders.

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<sup>26</sup> <https://vakdagprintensign.nl/>, last accessed November 2021

During the discussion it was fundamental to understand that young people think about work in a new way, and that the sector must become aware of this in order to captivate and bind on that basis. The starting point is therefore *awareness* and *dialogue*, with a constant constructive collaboration with young students and workers from the very beginning. As a final recommendation for the future of the sector, a kind of roadmap will be made in the short term to support entrepreneurs in drawing up a program of 'employer branding' with attention for students but also together with students. Students will be involved in drawing up this roadmap.

A video of the event was also made, and interesting thoughts and quotes from participants were collected:

*“Working in the creative sector is super cool! And why? Because you see a lot of products that you produce yourself around you. As an entrepreneur, it is important to keep in touch with those young people, especially what is going on and what they like in their work, which is why I think it is important that we can have this conversation today!”*

*“I prefer to continue studying after this, so not to work yet. I prefer to think that I want to learn even more. So, I'm doing an internship for a month now and I'm starting to recognize a lot of things from what I'm learning on course and I think that over the months I'll also make more use of it myself”*

*“What I want to tell the employers in the conversation is that you have to talk to younger people and take young people in your company to hear from them what the latest changes are in the media and creative industry”*

*“What I really like most about my job and also about the profession, the whole industry, is that you have the opportunity to literally see the end product from the beginning of designing to literally that I can see the end product”*

## 5. CONCLUSIONS AND NEXT STEPS

The present report has summarized the different project activities aimed at attracting and retaining a new generation to the European graphic industry. Through a mixed-method approach, the project has first of all provided a common understanding and analysis on the current state of the art in attracting and retaining young people to the sector, including challenges, recommendations and best practices.

During the implementation phase, a common framework (The *Best Practice Toolkit*<sup>27</sup>) was created to support and give concrete advice to sectoral stakeholders in finding, attracting and keeping the next generation to the sector, as well as pointing to examples of success stories from Europe.

The project has been constantly supported by promotion, dissemination and communication tools, aimed at reaching out to our target audience and helping them to better understand the wide possibility the sector offers in terms of schools, courses and jobs. This was done through the above mentioned “Young Workers’ Days” and interviews to young workers.

The Final Conference<sup>28</sup> marked the conclusion of the project. The event aimed not only at sharing project results to interested stakeholders, but also at providing further food for thought and setting the way forward, thanks to the involvement of sectoral high-level speakers as well as young workers.

As a way forward, there are many ways in which the results and lessons learned from the project could serve as the starting point for a much wider implementation for the benefit of the whole printing industry across the EU.

First, it is encouraged that such outcomes could be **extended to other EU countries**, while adapting them to each national context thanks to the provision of further specific research and national analysis.

Secondly, a possible **phase two of the project in partner countries** could be implemented, in order to pilot and test the results of the project so far.

Finally, with the vision of having far reaching effects, an **interactive platform for the printing industry** can be created: a hub for interchanging best practices, engaging on joint activities as well as promoting courses and trainings, in order to facilitate access to knowledge, information and curricula among the printing industry’s main stakeholders and young generations.

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<sup>27</sup> The main output of Work Package 2 “Best Practice Toolkit” is not addressed in this report as it represents a practical output itself. It can be consulted in Dutch, English, Estonian, French, German, Italian, Portuguese, and Spanish at the following link: <https://printyourfuture.eu/best-practice-toolkit/>

<sup>28</sup> The Conference was held on November 3<sup>rd</sup>, 2021 on a hybrid format (in Brussels plus online). The event gathered 35 participants onsite and more than 60 participants online.

## 6. ANNEX A: LIST OF BEST PRACTICES ACROSS EUROPE

The following tables present the best practices (BPs) collected across Europe throughout the duration of the project. For each best practice the following parameters have been used:

- *Brief description of the BP*: description of the good practice, purpose, how it works
- *Key stakeholders*: the main actors involved in this practice
- *Specific benefits*: the potential and real advantages the BP has brought
- *Conditions for success*: what is needed for the BP to work well

The following best practices are described in the annex:

- BP1: helping young people choose the most suitable job in print for them
- BP2: Fund teachers and/or students to attend print events/shows so they can stay up-to-date about the sector
- BP3: Connecting educators and professionals who can share career insights with students
- BP4: Campaigning for print and challenging misconceptions
- BP5: Supporting businesses to provide inspirational work experience for young people
- BP6: Linking undergraduates, graduates and mature individuals looking for work with businesses
- BP7: Benchmark or partner with other sectors
- BP8: Visits of school children to printing companies
- BP9: Create videos to promote the sector
- BP10: Corporate charitable giving and socially responsible capitalism
- BP11: Encouraging lifelong learning and professional development through awards
- BP12: Finding and attracting young people to print in Germany
- BP13: Brief Cases: linking business and universities/schools
- BP14: Estonian campaign for the printing industry
- BP15: Danish campaign for the printing industry
- BP16: Uniting businesses and local councils to support apprenticeships
- BP17: Website advertising apprenticeship schemes
- BP18: Initiative tackling misconceptions about apprenticeships
- BP19: Promote print in videos
- BP20: Method to increase applications to graphic communications courses - Ryerson University example (Canada)
- BP21: Guidelines for graphic schools to improve recruitment and retention
- BP22: Training programme created between company and employment agency
- BP23: Creating an attractive company culture
- BP24: How to improve company culture
- BP25: Improve company culture from the bottom up

**BP1: helping young people choose the most suitable job in print for them**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Website <sup>29</sup> advertising the sector and job profiles (mainly apprenticeships) in graphic communication in France. Also shows available training providers.
<b>Key stakeholders</b>	Needs involvement of employers/companies (to advertise who is recruiting) and keep job profiles up-to-date, and schools/training providers to promote the website to young people
<b>Specific Benefits</b>	<ol style="list-style-type: none"> <li>Shows what kinds of job profiles are available in the French printing industry, their salary levels and what skills are needed for each position</li> <li>Provides a quiz for young people to find out which job profile suits them best based on their skills and interests</li> </ol>
<b>Conditions for success</b>	<ol style="list-style-type: none"> <li>Drive traffic to website (via education providers?)</li> <li>Keep database of training centres updated</li> <li>Keep job profiles and salaries up-to-date</li> </ol>

**BP2: Fund teachers and/or students to attend print events/shows so they can stay up-to-date about the sector**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Provide funding to teachers and/or so they can join print industry events/fairs/exhibitions in return for them informing their departments/colleagues/students afterwards about their experiences. Project Peacock (USA-based) has done this.
<b>Key stakeholders</b>	Schools/training providers and their teachers
<b>Specific Benefits</b>	Teachers may not have access to or knowledge of the latest sectoral developments, new technologies, etc., because of a lack of funding allowing them to join industry events. But they need to keep up-to-date about the industry, so they should be regularly joining these types of events. Funding can also mandate that colleagues/students are informed about this afterwards.
<b>Conditions for success</b>	<ol style="list-style-type: none"> <li>Available funding (from industry/companies, if not schools?) and willing involvement of teachers/students</li> </ol>

<sup>29</sup> <https://www.lepouvoirapprendre.fr/>, last accessed November 2021.

**BP3: Connecting educators and professionals who can share career insights with students**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Founders4Schools <sup>30</sup> is a UK-based charity and free online platform that connects schools/educators with a network of business leaders to inspire students and improve the employment chances of young people. Professionals volunteer their time to speak with students about their sector. BPIF (the British Printing Industries Federation) is a supporter. Uses the 'Gatsby Benchmarks' on careers guidance, which show the measures schools must take regarding student career training on top of traditional education. 'Inspiring the Future' ( <a href="https://www.inspiringthefuture.org/">https://www.inspiringthefuture.org/</a> ) is a similar initiative.
<b>Key stakeholders</b>	Educators, employers, partners and students
<b>Specific Benefits</b>	Businesses can access a network of schools
<b>Conditions for success</b>	Good database of schools and professionals to create network

**BP4: Campaigning for print and challenging misconceptions**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	The printing industry association of the Midwest (USA) runs a campaign called 'Print Is Everywhere', which has developed materials to help advocates effectively tell the positive stories of print <sup>31</sup> . They've produced a kit of booklets and presentation materials, as well as career guides and promotion ideas for different print segments (physical items can be requested and sent in a box, alongside access to an e-store for other support materials). They aim to show how print is in more places than you initially realise and the industry can also offer more jobs than you realise. Print is everywhere, high tech, digital, sustainable, scientific, mathematical, etc.
<b>Key stakeholders</b>	Industry
<b>Specific Benefits</b>	Ready-made tools for recruiters/industry to promote print

**BP5: Supporting businesses to provide inspirational work experience for young people**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Document BICT (Business in the Community - The Prince's Responsible Business Network) from the UK providing guidance to businesses about how they can provide inspirational work experience and workplace visits for young people. Includes practical activities, example documentation,

<sup>30</sup> [www.founders4schools.org.uk/](http://www.founders4schools.org.uk/), last accessed November 2021

<sup>31</sup> <https://www.printindustries.org/print-is-everywhere>, last accessed November 2021

	infrastructure needed, career plans, student handbook, buddy guidebook, etc.
<b>Key stakeholders</b>	Industry/companies; students
<b>Specific Benefits</b>	Ensures the best possible experience for young people visiting or experiencing working for the first time in a printing company
<b>Conditions for success</b>	Efforts of company to design good experience for young people

### **BP6: Linking undergraduates, graduates and mature individuals looking for work with businesses**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Workfinder app which matches jobseekers (younger or older) with real work projects and businesses so they can get work experience on real projects. Workfinder offers rich and unique work experience (including remote) with support offered by the project like helpful tips, guides and check-ins to make sure users are getting the most out of their placement and the project.
<b>Key stakeholders</b>	Companies; jobseekers; students
<b>Specific Benefits</b>	Real-life work experience
<b>Conditions for success</b>	Willingness of businesses to get involved and promotion to students/jobseekers

### **BP7: Benchmark or partner with other sectors**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	ESH Group 'Building my Skills' programme (construction sector in the UK) experience some similar issues to the printing industry (e.g., lack of attractiveness) and have addressed many of these issues through engaging with schools and addressing issues like the lack of women in construction, and positioning themselves as a socially responsible business which offers social value to their community. They connect with school aged children, give them a 'STEM kit' of materials (one for primary schools, one for secondary schools) and introduce them to the construction sector - in classrooms and taking them on excursions/giving them fun construction-related projects to do <sup>32</sup> .
<b>Key stakeholders</b>	Schools
<b>Specific Benefits</b>	Possibility to introduce the sector to younger children.
<b>Conditions for success</b>	Partnerships with willing schools. Need to create a really engaging programme/class.

<sup>32</sup> <https://www.eshgroup.co.uk/social-value-new-template/> and <https://www.eshgroup.co.uk/careers>, last accessed November 2021

**BP8: Visits of school children to printing companies**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Print is Your Future' campaign from Hungary has organised more than 1,000 visits of school children to printing companies to help dispel the myth that they are old, dirty and low-tech. The most important thing for young children is personal visits and connections. These activities are also supported in Hungary by a foundation for printed communications. This foundation supports schools and companies financially so they can print their leaflets/documents, etc., and organise a school visit to a printing company.
<b>Key stakeholders</b>	Schools, companies
<b>Specific Benefits</b>	Introduce children to the printing industry early and dispel myths about the sector
<b>Conditions for success</b>	Willing involvement of schools and companies. Well prepared visit so it's fun for kids.

**BP9: Create videos to promote the sector**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Within the framework of the Social Virtual Learning 2020 project, the ZFA has produced a 360-degree film together with its project partners and the TwinC agency <sup>33</sup> . In the video, three trainees from Heidelberger Druckmaschinen AG explain their profession and offer a brief insight into their work at the printing presses. This new form of career information can be used conventionally as well as with VR glasses. The video can thus be used to attract trainees at trade fairs or in schools. VR and other new technologies very important to get the attention/interest of young people and show (without saying it directly...) how forward-looking and digital our sector really is. This video is in German but could be easily translated into other languages.
<b>Key stakeholders</b>	Company
<b>Specific Benefits</b>	Excellent/immersive way of introducing a young person to a printing company virtually.
<b>Conditions for success</b>	Company involvement and network of schools to show video to.

<sup>33</sup> <https://www.youtube.com/watch?v=H-WgMEmxZIQ&feature=youtu.be>, last accessed November 2021

**BP10: Corporate charitable giving and socially responsible capitalism**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Webmart, an integrated marketing and print procurement solutions company from the UK, have made it a part of their business strategy to give back to the community. They publicly support various registered charities through their 'Community and Charitable Cash Pot' (CCCP). The amount they give is based on the amount of interest they earn from their cash in the bank, which is distributed annually to charities. They also organise many other charitable initiatives, like volunteering days for staff (plus a £250 donation) to their cause. Young people want to work for companies which show that they care about their staff and about their communities - young people are more value-based and want to know that they work for an employer with the same values. They want to give back to the world around them and be proud to work for an employer who does the same.
<b>Key stakeholders</b>	Companies
<b>Specific Benefits</b>	Attract young people who place more importance than older generations on the social values of their employer
<b>Conditions for success</b>	Willingness of companies to give back (financially or otherwise) to their communities

**BP11: Encouraging lifelong learning and professional development through awards**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	<p>Annual awards ceremonies supported by the BPIF (British Printing Industries Federation) to award people working in the sector:</p> <ul style="list-style-type: none"> <li>- The Kathy Woodward Award for Learning. Supports individuals working in print, packaging and graphic design who want further their professional development. The winner is awarded 1,000 GBP. They are also connected with and celebrated by the whole national industry in the UK at an awards ceremony. Supported by Webmart. Website: <a href="https://www.webmartuk.com/news-blog/the-kathy-woodward-award-2020-presented-online/">https://www.webmartuk.com/news-blog/the-kathy-woodward-award-2020-presented-online/</a></li> <li>-Victor Watson (ran the company that manufactured the Monopoly game) <a href="https://www.britishprint.com/training-development/apprenticeships/industry-awards-and-bursaries/victor-watson-award/">https://www.britishprint.com/training-development/apprenticeships/industry-awards-and-bursaries/victor-watson-award/</a></li> <li>-Print Futures Award <a href="https://www.britishprint.com/training-development/apprenticeships/industry-awards-and-bursaries/print-futures-award/">https://www.britishprint.com/training-development/apprenticeships/industry-awards-and-bursaries/print-futures-award/</a></li> <li>-National Apprentice Award</li> </ul>

	<a href="https://www.britishprint.com/training-development/apprenticeships/industry-awards-and-bursaries/national-apprenticeship-awards/">https://www.britishprint.com/training-development/apprenticeships/industry-awards-and-bursaries/national-apprenticeship-awards/</a>
<b>Key stakeholders</b>	Companies/associations/employees
<b>Specific Benefits</b>	Promoting lifelong learning and professional development
<b>Conditions for success</b>	Willingness of companies/associations to fund such awards and employees to apply for it.

### **BP12: Finding and attracting young people to print in Germany**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	German campaign 'Gestochen scharf - Perfekt veredelt' ('Razor sharp - Perfectly refined') to attract young people to the printing industry. There is a website <sup>34</sup> which highlights the many kinds of professions available in the printing industry and shows the career paths on offer, a database of available apprenticeship positions, information about the printing industry in Germany, and testimonials from young people working in print. There are also ready-made communications campaign materials which can be accessed and personalised by different print and media associations and companies to support their work reaching out to young people.
<b>Key stakeholders</b>	Printing associations
<b>Specific Benefits</b>	Shows the realities of working in print and the opportunities available for people with different kinds of skills
<b>Conditions for success</b>	Needs a good communications campaign with the right message and visuals. Important to involve young people in creating these resources to make sure they resonate in the right way.

<sup>34</sup> <http://www.druckindustrie.de/>, last accessed November 2021

**BP13: Brief Cases: linking business and universities/schools**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Brief Cases <sup>35</sup> an initiative from The Heaven Company (communications/sustainability consultancy), aims to bridge the gap between academic study and commercial reality. The scheme provides real-life learning opportunities for degree-level students and scope for universities to collaborate with industry. Undergraduates are challenged to work according to the constraints of a business brief in fulfilment of a BA (Hons) degree programme. Through practical application-based projects (with a link to sustainability), students gain valuable entrepreneurial and employability skills, as well as industry awareness. Brief Cases is a national competition, judged and awarded by industry professionals. Brief Cases has also piloted a similar initiative in schools, providing taught courses which make up a part of the curriculum.
<b>Key stakeholders</b>	Businesses, universities, schools
<b>Specific Benefits</b>	Gives students real-life insights into professional life and introduces themes that are important to businesses to students
<b>Conditions for success</b>	Involvement of universities and schools - they need to agree for this to be taught as a part of the curriculum. Businesses need to propose courses to teach.

**BP14: Estonian campaign for the printing industry**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Tule & Trüki is a joint environment of the Estonian Printing and Packaging Industry Association and the media department of Tallinn Polytechnic for introducing printing specialties, sharing study opportunities and in-service training information. It includes a website to promote the printing industry <sup>36</sup> , information about job roles, testimonials from young people working in the sector, information about education pathways and information about the sector as a whole. The campaign included web banners promoting the reality of print and a communications campaign.
<b>Key stakeholders</b>	National printing association (industry) and printing school (education)
<b>Specific Benefits</b>	Encourage young people to choose print as their career, promote the sector and dispel myths.
<b>Conditions for success</b>	Need a good quality website with up to date information and a network of young people to promote the website to.

<sup>35</sup> <http://www.brief-cases.com/home/4589914336>, last accessed November 2021

<sup>36</sup> <https://www.tulejatryki.ee/>, last accessed November 2021

### **BP15: Danish campaign for the printing industry**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Platform/website <sup>37</sup> on which young people in the Danish printing industry could share photos and other content about their work and careers to promote the kinds of jobs available - and what skills are needed for different kinds of jobs - to attract more people to work for the sector.
<b>Key stakeholders</b>	Young people working in printing industry to provide content, and sponsor to provide/manage platform/website
<b>Specific Benefits</b>	Testimonials from real young people/peers working in print
<b>Conditions for success</b>	Active participation of young people

### **BP16: Uniting businesses and local councils to support apprenticeships**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	The Apprentice Intermediary Ambassador (part of the Intermediary Ambassador Network) links businesses and local councils in the UK in a network to publicise and support and promote apprenticeships (in many different sectors). This is done via Intermediary Ambassadors. The initiative is managed by the National Apprenticeship Service.
<b>Key stakeholders</b>	Ambassadors in local councils and businesses
<b>Specific Benefits</b>	Local council involvement strengthens links between business and governments, potentially reaching a wider audience
<b>Conditions for success</b>	Willing involvement of councils and businesses

### **BP17: Website advertising apprenticeship schemes**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	The Stationers' Company in the UK has launched the initiative Apprentice Futures <sup>38</sup> a website enabling young people to explore the world of apprenticeships and related job opportunities. The website leads towards the City of London Careers Festival. Apprentice Futures shows opportunities in many different sectors, including printing and paper, packaging, business and finance, craft, design and engineering, digital and technology, education, management, marketing, media and production - and more. Video testimonials from existing students and young workers are showcased, as are 'a day in the life' of apprentices. Interested young people can find out more about the companies and their apprenticeship schemes from the website.
<b>Key stakeholders</b>	Companies and young people
<b>Specific Benefits</b>	Platform for companies to advertise their available apprenticeships

<sup>37</sup> <https://grafiske-karriereveje.dk/>, last accessed November 2021

<sup>38</sup> <https://www.apprenticefutures.com/>, last accessed November 2021

<b>Conditions for success</b>	Companies who need to advertise their apprenticeships and access to groups of young people looking for this kind of career option
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### **BP18: Initiative tackling misconceptions about apprenticeships**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Amazing Apprenticeships <sup>39</sup> is a leading organisation in the education sector, founded to tackle misconceptions about apprenticeships and promote the benefits. Focused on England - and internationally. The initiative works with schools and colleges to position apprenticeships as a credible option, create (free) resources and activities for educators to use, work with employers to help widen participation, contribute to research and public opinion, work with policymakers, create and support networks to inform people about apprenticeships, and work internationally (including in Spain, Cyprus, America and Australia) to share best practices. The initiative also promotes apprenticeship vacancies, as well as offering other kinds of support to young people, educators and companies.
<b>Specific Benefits</b>	Helps to remove stigma about apprenticeships and could help to bridge the gap between business and education
<b>Conditions for success</b>	Resources needed to set up a dedicated organisation or network to carry out activities in different countries

### **BP19: Promote print in videos**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	This is a video example of 3D printing <sup>40</sup> ; it's a great way of showing students what some sectors of Print are capable of.
<b>Key stakeholders</b>	Company and film technician
<b>Specific Benefits</b>	Easy to produce something that looks good
<b>Conditions for success</b>	Finding platform(s) on which to promote the video(s)

### **BP20: Method to increase applications to graphic communications courses - Ryerson University example (Canada)**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	The quantity and quality (based on grades, retention rate, graduation rates and duration of study) of applicants was decreasing, so the university took steps to improve this using a new financial model of 'enrolment-based funding' to departments to elevate the Importance of recruiting. Steps taken (outlined in this presentation: <a href="https://ic16.htwk-">https://ic16.htwk-</a>

<sup>39</sup> <https://amazingapprenticeships.com/>, last accessed November 2021

<sup>40</sup> <https://www.youtube.com/watch?v=qIAPY6GqeFg>, last accessed November 2021

	<p>leipzig.de/dpresentation.php?ID=42&amp;IC16=6cfd1685tfkq8tf9lv8l5btgb5):</p> <ul style="list-style-type: none"> <li>- Renewed and revised programme curriculum to ensure continued relevance and appeal</li> <li>- Improved recruiting strategy by expanding the reach of recruitment to target people at different stages in the application process</li> <li>- Considered the different target audiences (students + teachers, parents, friends, social media, marketing...)</li> <li>- Launched new website with SEO to supplement existing programme website</li> <li>- Enhanced social media presence</li> <li>- More liaison sessions with secondary school teachers and guidance counsellors</li> <li>- Speaker visits at secondary schools</li> <li>- Programme tours of the faculty for secondary schools</li> <li>- Virtual tours of labs</li> <li>- New 56 page promo booklet (printed and online) and other promo materials</li> <li>- Mailings directly to secondary schools teachers and guidance counsellors</li> <li>- as well as to applicants</li> <li>- Webinars for applicants with student hosts</li> <li>- Open houses</li> <li>- Additional liaison with university recruiters</li> </ul>
<b>Key stakeholders</b>	Professors and university recruiters
<b>Specific Benefits</b>	Increased student applications by 17.5% between 2013-16
<b>Conditions for success</b>	Time, human and financial resources

**BP21: Guidelines for graphic schools to improve recruitment and retention**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	<p>Guidelines by the Graphic Communications Workforce Coalition (GCWC) based on industry survey suggesting that more initiatives are needed to promote print. Identified need to promote career awareness, the reality of our technical/digital industry, competitive pay, internships, sustainability and inclusivity. Identified need to improve the relationship between educators and industry. Schools can:</p> <ul style="list-style-type: none"> <li>- Reach out to local print/graphics businesses to see what they look for when hiring</li> <li>- Arrange for students to have a (virtual) tour of a business in your area</li> <li>- As a graduate who is working in the sector to speak to your current class</li> <li>- Set up job shadowing or mentoring programme with businesses in your area</li> <li>- Encourage students to research and explore career options in print</li> <li>- Engage students in graphics-related events and competitions</li> </ul>
<b>Key stakeholders</b>	Professors/teachers
<b>Specific Benefits</b>	Strengthen links between education and businesses
<b>Conditions for success</b>	Professor/teacher efforts

**BP22: Training programme created between company and employment agency**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Portuguese company Seda created a training programme for unemployed people – two tailor-made courses. The employment office made the selection and training of people, then Seda gave them an apprenticeship (e.g., machine operators or forklift drivers). This initiative has been in operation and successful for the last 2 years. 15-20 people did the apprenticeship, and some ended up working for Seda afterwards. The initiative was easy to carry out. A group of people from the employment office organised the pedagogical book (although they developed the contents together with Seda), which was marketed to students through the company.
<b>Key stakeholders</b>	Company and employment office
<b>Specific Benefits</b>	Direct link to people looking for employment (not necessarily only young people in schools)
<b>Conditions for success</b>	Good partnership/involvement of company and employment agency

**BP23: Creating an attractive company culture**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	[BP from an apprentice at the company Seda in PT] Companies must make sure to focus on the whole process - not only onboarding/recruitment. Portuguese printing company Seda regularly discusses career expectations with their apprentices as well as the possibilities to develop within the company. HR department is always available for advice and information.
<b>Key stakeholders</b>	Companies
<b>Specific Benefits</b>	Improve company culture and retention
<b>Conditions for success</b>	Company willingness

**BP24: How to improve company culture**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Dutch company Print.com has a successful recruitment policy. They focus on people's core values as well as their experience to ensure a good fit at the company and to find out what makes that person happy/fulfilled. They keep vacancies open throughout the year to always collect applications to a 'talent pool'. When hired, they focus on the career journey of the staff - what are they looking for in their career? Reminds staff to apply for internal roles if they want to. Has a policy to give everyone one area of responsibility which is solely theirs to encourage an entrepreneurial mindset and to push employees out of their comfort zone/give them responsibility to motivate them. Print.com also offers other 'perks' to their staff, e.g., ice-cream truck brought to the office, encouraged physical activity by asking staff to download fitness app Strava and follow other

	staff. In terms of workers' rights, they also offer flexible working hours as much as possible (e.g., not strictly 9-5) to account for childcare, etc.
<b>Key stakeholders</b>	Company leaders/managers
<b>Specific Benefits</b>	Increase employee engagement (as a result, also retention productivity and reputation)
<b>Conditions for success</b>	Visionary, values-based company leaders/managers who are willing to listen to what their staff want/need

**BP25: Improve company culture from the bottom up**

DESCRIPTION PARAMETERS	DETAILS
<b>Brief description</b>	Create a 'culture committee' that meets regularly. To be made up of staff members (including young workers) to focus on how to improve the company culture and make recommendations to management. Could include a focus on things like health/fitness/wellness breaks, stocked break rooms, onsite services (e.g., dry cleaning, car detailing), paid sabbaticals, opportunities/time to volunteer, lunch trucks/snacks, flexible working, working from home - doesn't have to be big, expensive initiatives if the company is not in a position to offer this - a lot can still be done.
<b>Key stakeholders</b>	Companies
<b>Specific Benefits</b>	Make improvements that employees actually want
<b>Conditions for success</b>	Management must be willing to listen to and act on recommendations of the committee

## 7. ANNEX B: RESULTS OF THE SURVEY

### 7.1 Recruitment

#### ATTRACTIVENESS OF THE SECTOR

82% of respondents stated that the attractiveness of the sector is currently a problem, as opposed to 18% who do not perceive it as an issue. Those who replied “YES”, were asked to evaluate possible solutions to be implemented to solve the problem (Figure 3). Among those, the most voted issues relate to the necessity of “reworking the image of the sector with a view to young people” followed by creating a “career path for young people” and a “communication campaign oriented to young people”.

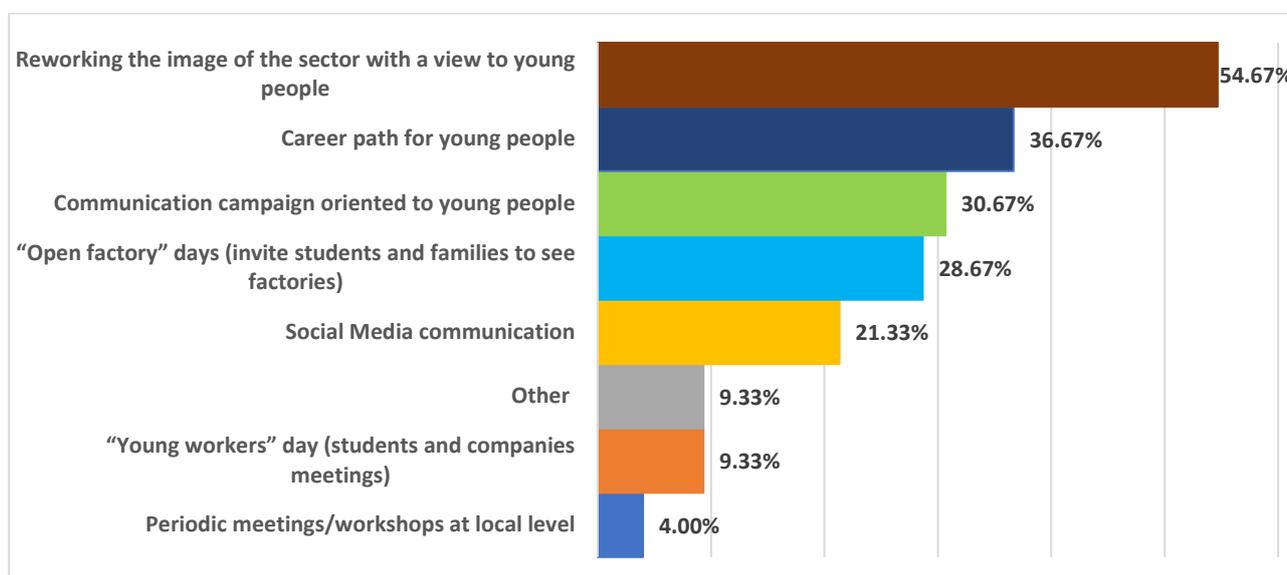


Figure 3: attractiveness, possible solutions

#### AVAILABILITY AND IMPLEMENTATION OF SECTOR-SPECIFIC VET PROGRAMMES AND OTHER LEVELS OF EDUCATION AND SCHOOLING

The question on the availability and implementation of sector-specific VET programmes and other levels of education and schooling received a more balanced set of responses, with 59% of respondents perceiving it as a problem compared to 41%. Having “technical high schools specific for the sector” is the solution receiving the majority of votes (54%), with apprenticeships and training on the job following closely behind with 48% and 45% of the votes (Figure 4).

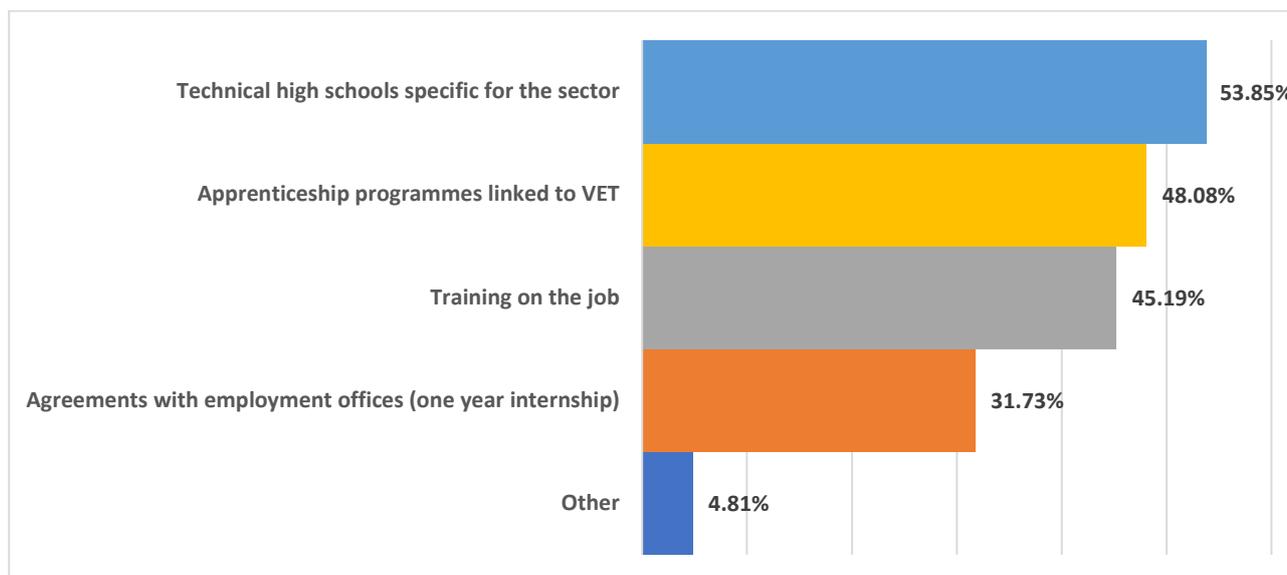


Figure 4: availability of specific VET programmes possible solutions

### **3. ADEQUACY OF SECTOR-SPECIFIC VET PROGRAMMES AND OTHER LEVELS OF EDUCATION AND SCHOOLING**

57% of people perceive the adequacy of sector-specific VET programmes a problem. Respondents believe that the most appropriate solution is incorporating sectoral skills into VET (Figure 5), as well as establishing agreements between the sector and universities to align on the same priorities.

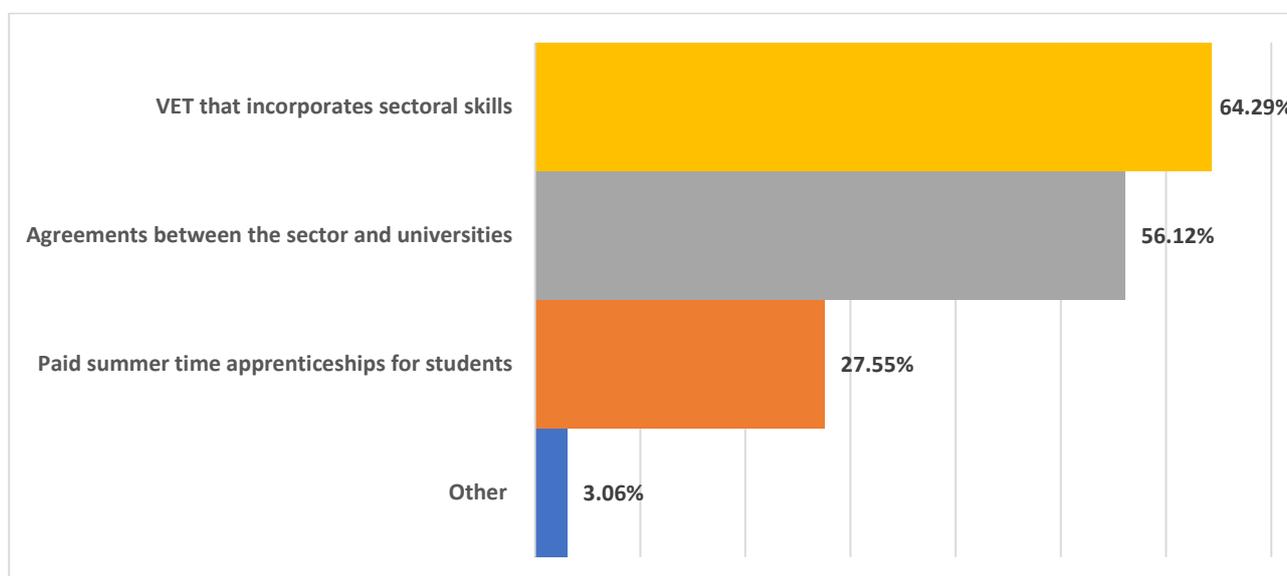


Figure 5: adequacy of sector-specific VET programmes possible solutions

### **4. EASINESS OF TRANSITION BETWEEN EDUCATION AND WORK**

The easiness of the transition between education and work has been rated as problematic by the 53% of respondents versus 47%, so the situation is rather balanced. Here we can evidence the prevalence of

“training on the job” as the most voted solution (75%) – which is also reflected as a necessity in other responses throughout the survey (Figure 6). Training on the job is followed by dual systems, receiving 40% of the votes.

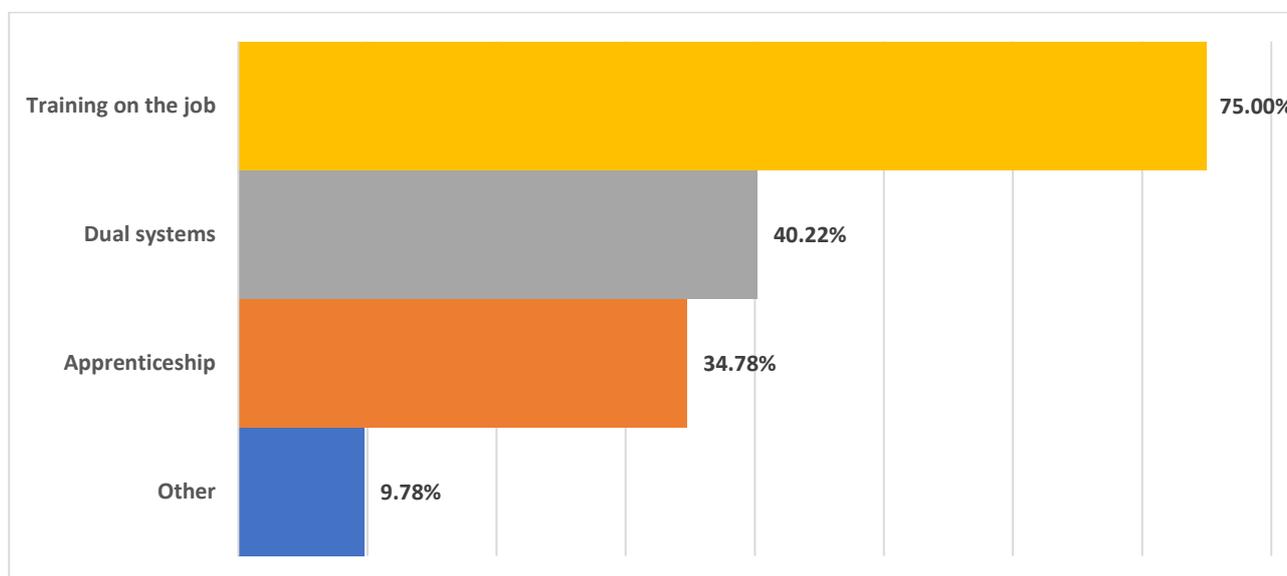


Figure 6: Easiness of transition between education and work possible solutions

## **5. GUIDANCE PROGRAMS AND CAREER INFORMATION TOOLS FOCUSING ON YOUNG PEOPLE**

The capacity to provide young people with guidance programs and career information tools focusing on them is currently perceived as problematic in the printing sector (by 69% of respondents versus 31%). Among the possible solutions to be implemented (Figure 7), we evidence as a possible best practice the link between company training programmes to career opportunities (61%) and the importance of establishing communication campaigns on training programmes/job fairs (53%), which is also a priority for the attractiveness of the sector as stated in other replies.

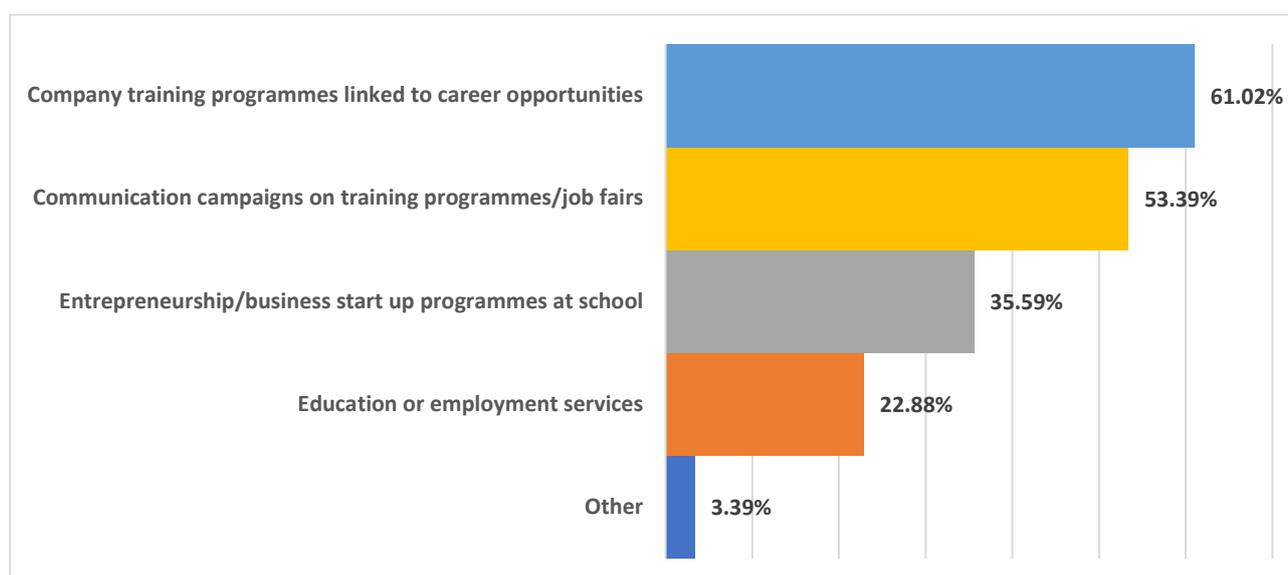
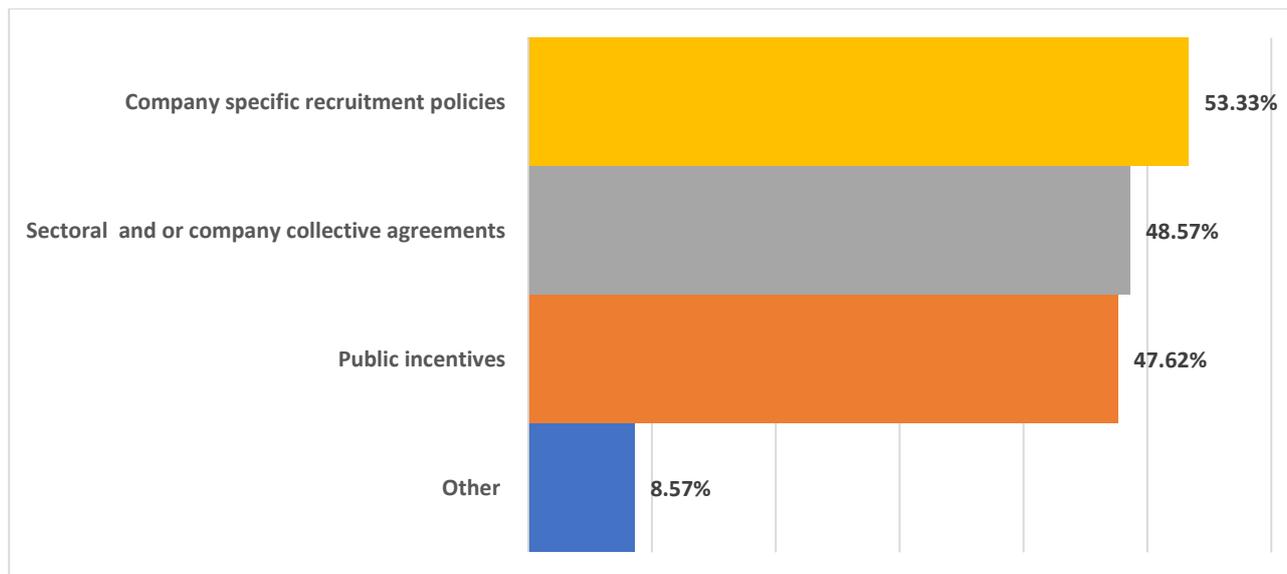


Figure 7: Guidance programs and career information tools focusing on young people possible solutions

## **6. INCENTIVES FOR THE INCLUSION OF YOUNG WORKERS IN THE PRINTING SECTOR**

The present incentives for the inclusion of young workers are probably not enough, with 64% of the respondents believing it is currently a problem. Here the replies of the possible solutions are quite balanced (Figure 8), demonstrating that a mix of “public incentives”, “company specific recruitment policies” and “sectoral and or company collective agreements” are probably necessary.



*Figure 8: Incentives for the inclusion of young workers in the printing sector possible solutions*

## **7. CONCRETE IMPLEMENTATION OF RECRUITMENT STRATEGIES FOCUSED ON YOUNG PEOPLE**

Perhaps not effective enough is the concrete implementation of recruitment strategies focused on young people (60% of the respondents perceive it as a problem). As possible solutions encouraged by respondents, we can evidence both “recruitment policies linked to apprenticeships and career opportunities” as well as “more available information in schools” (Figure 9).

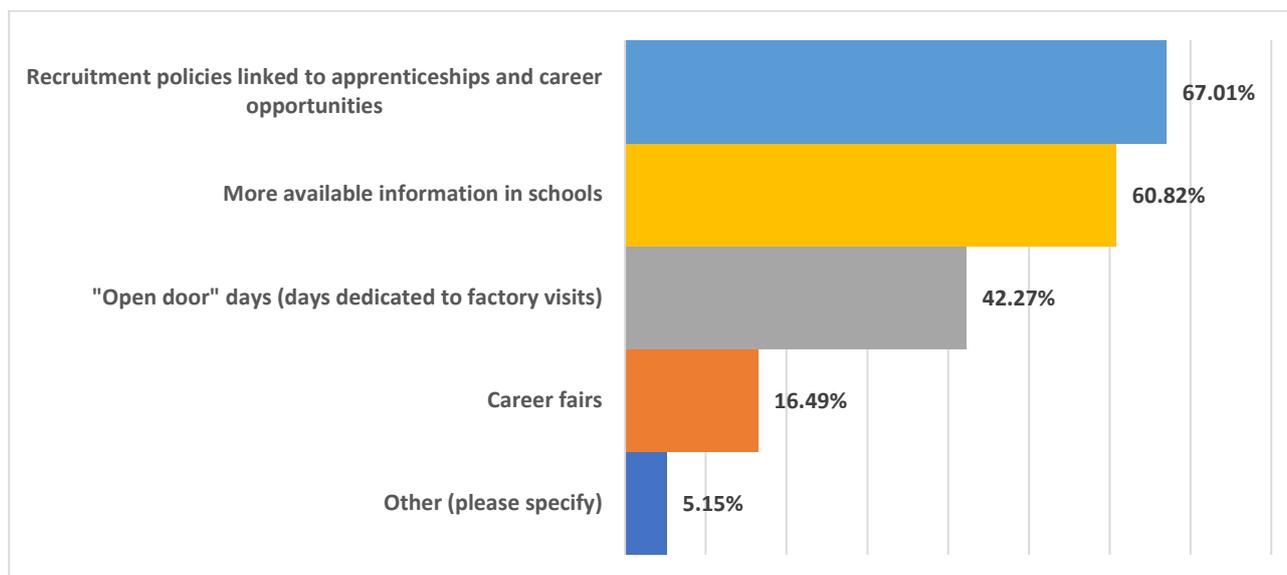


Figure 9: Concrete implementation of recruitment strategies focused on young people possible solutions

## **8. SKILLS RECOGNITION AND TRANSFERABILITY**

For this question, the results are almost balanced. In fact, there is only a slight difference between those who do not perceive skills recognition and transferability as a problem (50,31%) and those who do (49,69%). This means that on this point there might be less clarity on the possible actions to be implemented, but among those who replied “YES”, the possible solutions they suggested are both “Certificates (validation/recognition of acquired skills)” and “lifelong learning programmes in companies” (Figure 10).

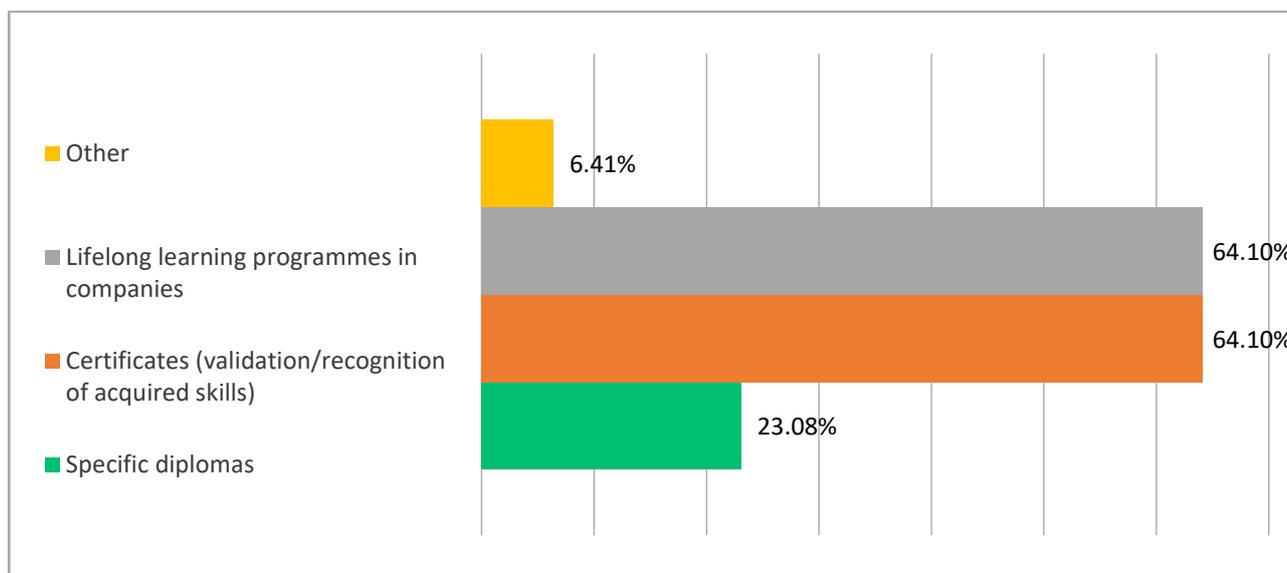


Figure 10: Skills recognition and transferability possible solutions

## **9. GEOGRAPHICAL MISMATCHES AND RECRUITMENT LINKED TO LOCAL COMMUNITIES**

Geographical mismatches and recruitment linked to local communities is not recognised as a problem (61% of the respondents versus 39%). However, it was suggested by respondents who underlined it as a problem

to focus on “public incentives and financial support to mobility” followed by “training to overcome language barriers” (Figure 11).

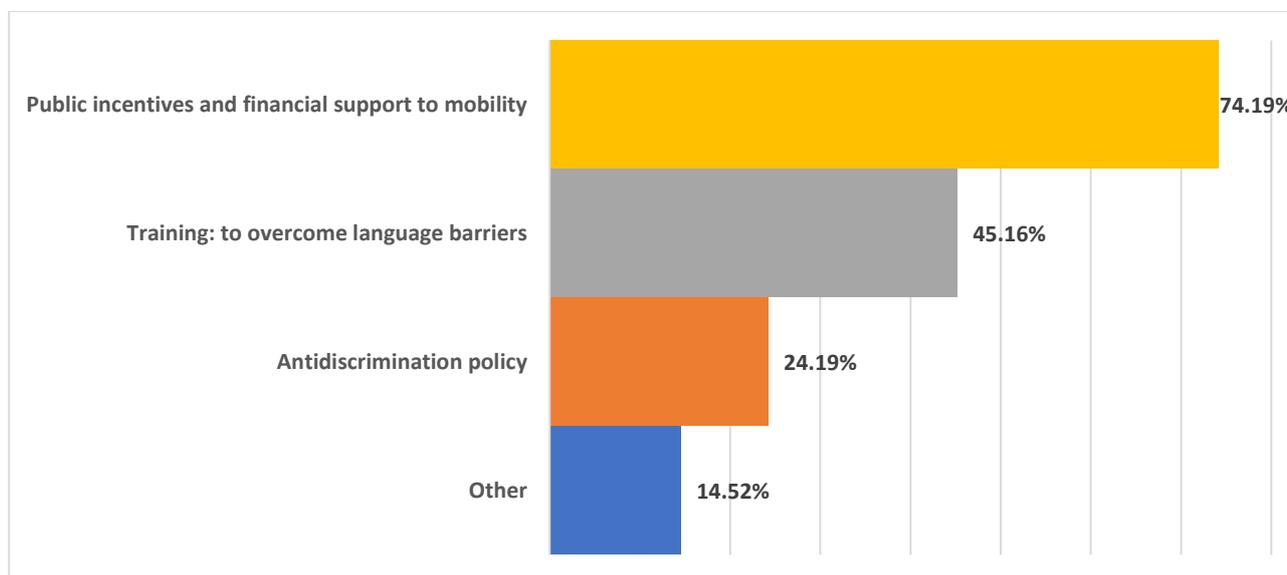


Figure 11: Geographical mismatches and recruitment linked to local communities possible solutions

## **10. IMPACT OF NEW TECHNOLOGIES**

56% of respondents stated that the impact of new technologies is not a major problem. However, 44% perceive it as an issue to be taken into consideration. For this reason, possible implementing actions to overcome such barriers have been selected by respondents. In particular, Figure 12 shows that “ICT skills requirements”, followed by the creation of “new profiles” linked to new technologies, emerge as two key issues to be considered.

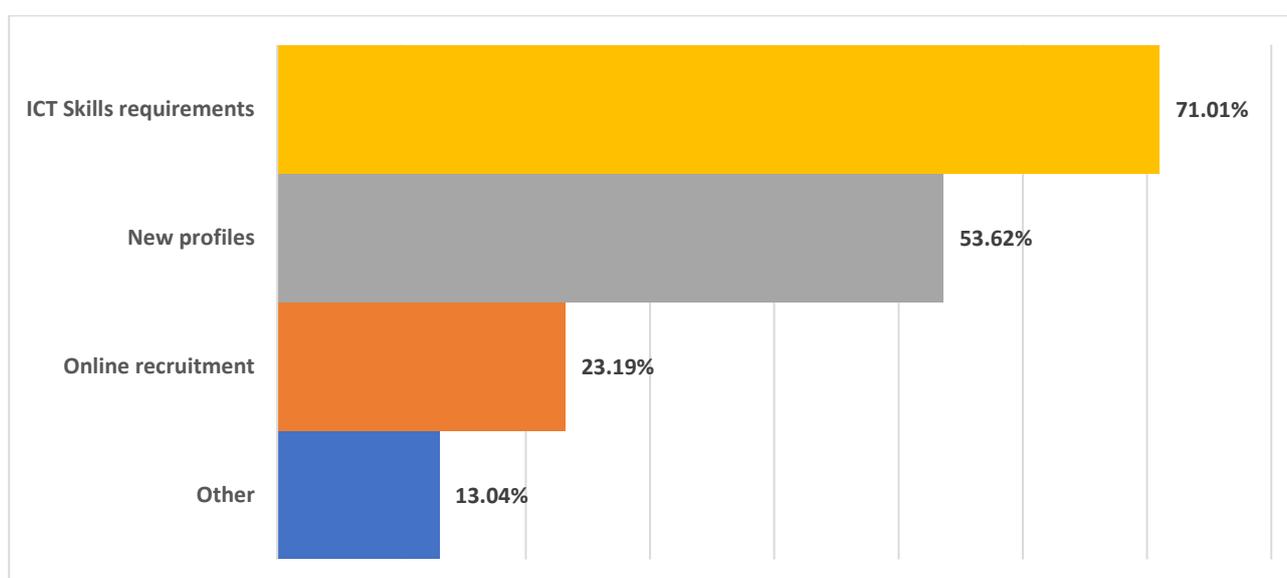


Figure 12: Impact of new technologies possible solutions

## **11. CAREER COUNSELLING, EMPLOYMENT OFFICES**

The necessity to better design and re-design career counselling and employment offices is seen as a key issue to be addressed by 54% of the respondents. To this end, respondents focused on actions such as better “specific communication programme on work possibilities in the industry” as well as “better information to employment offices and career advisors” (Figure 13).

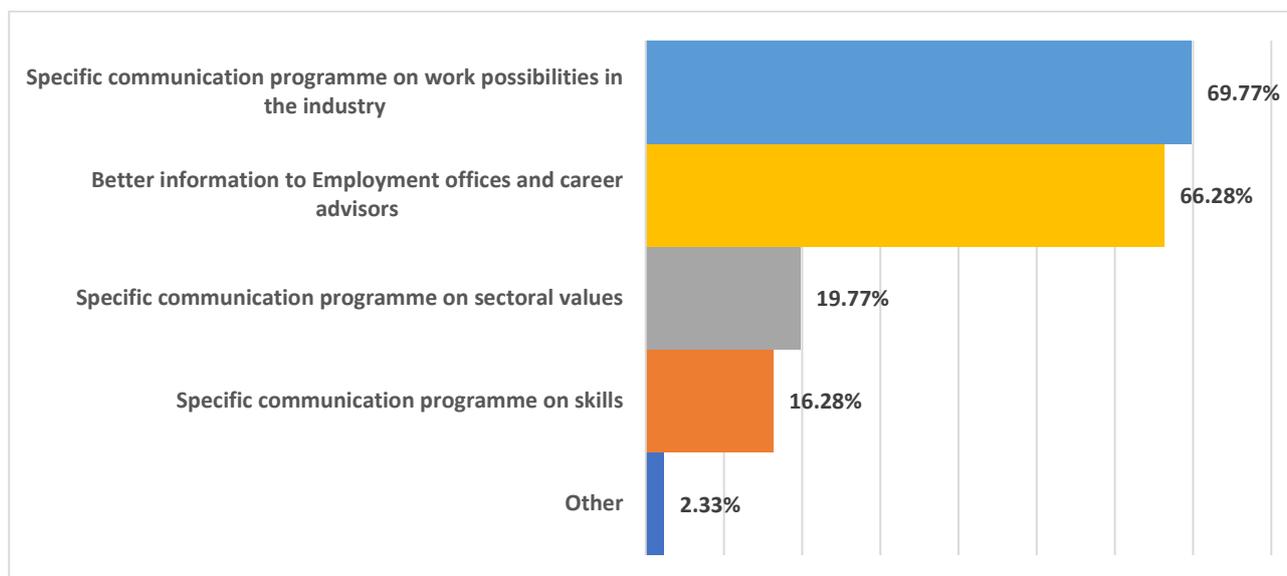


Figure 13: Career counselling, employment offices possible solutions

## 7.2 Employment

### 1. IMPLEMENTATION OF HR POLICIES TARGETED TO YOUNG WORKERS

Regarding the Implementation of HR policies targeted to young workers, the replies are rather balanced, with 56% people not seeing it as a problem compared to 44% who do. In any case, establishing or reinforcing a mentoring programme is suggested by the majority of respondents (Figure 14), followed by the possibility of having professional certification through ongoing in-house training (and linked to salary increase).

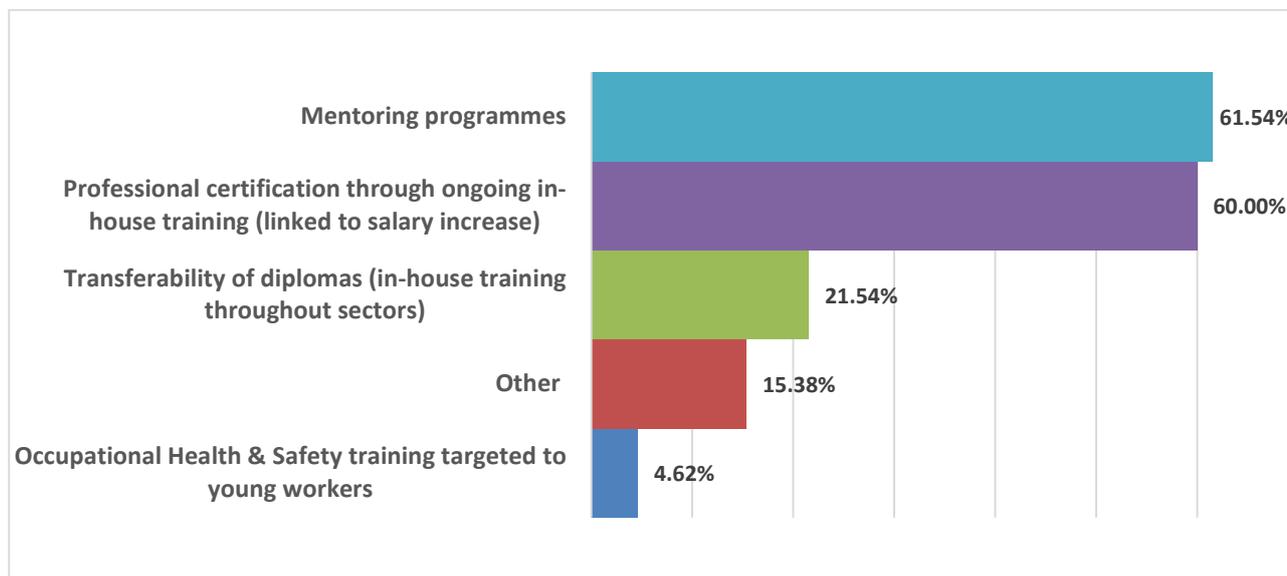


Figure 14: Implementation of HR policies targeted to young workers possible solutions

## **2. STABILITY/FLEXIBILITY IN EMPLOYMENT**

Employment in the printing sector is considered as unstable by 57% of the people replying to the survey versus 43%. As possible suggested solutions, the sector should reflect on stability as an important factor, allowing for possibility to better reconcile work and family life (examples of working patterns i.e., maternity leave). Connected to this, there is also the issue of negotiating flexibility in a view of reconciling private and work life (Figure 15).

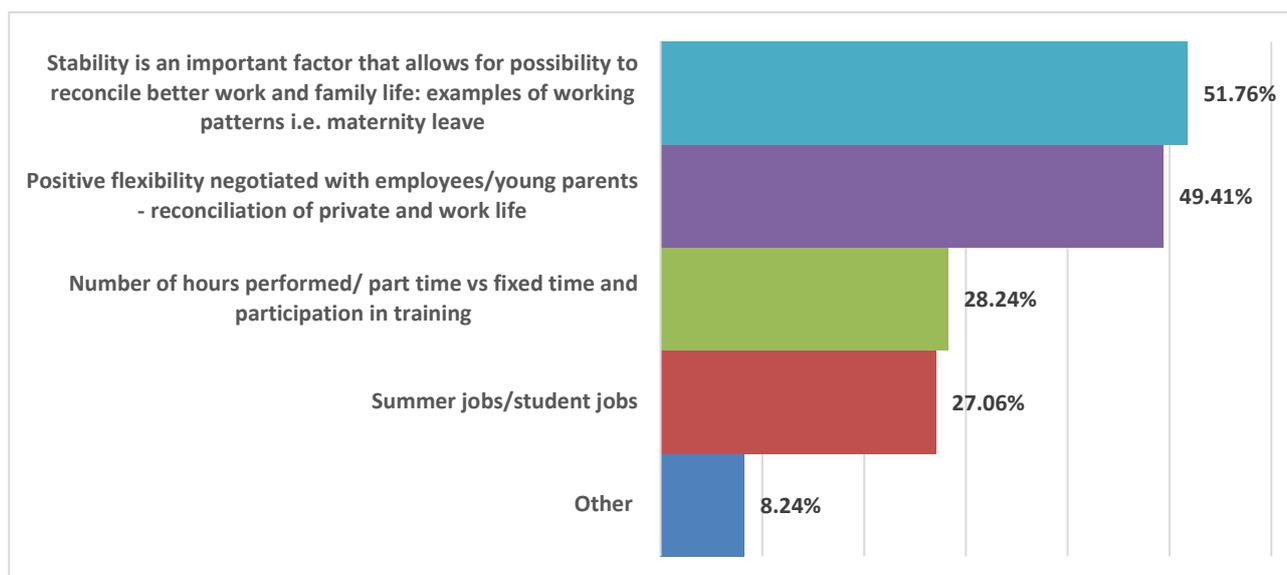


Figure 15: Stability/flexibility in employment possible solutions

## **3. JOB DESCRIPTIONS/PROFILES**

52% of respondents say that job descriptions and profiles are not a problem, compared to 48% who think they are. For those who see it as an issue, solutions proposed include focusing on the development of skills and competencies, as well as paying attention to the evolution of jobs linked to technology, as described in Figure 16.

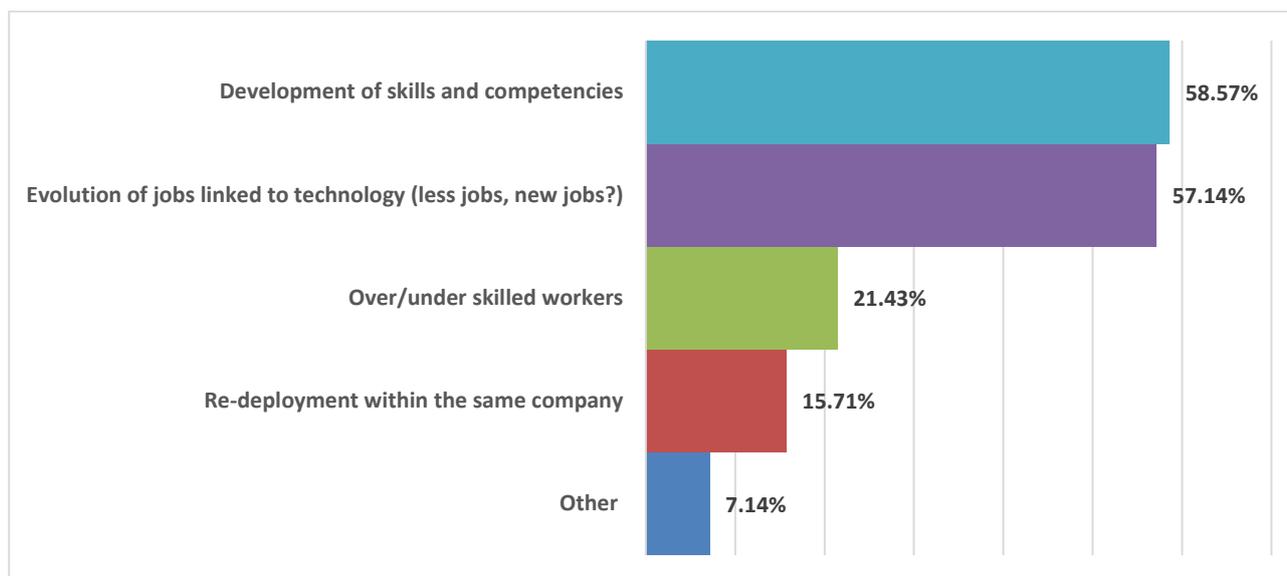


Figure 16: Job descriptions/profiles possible solutions

#### **4. RETENTION BOTH AT COMPANY AND SECTORAL LEVEL**

61% of the respondents say that retention, both at company and sectoral level, is not an issue, whereas 39% see some problems related to that. Among the possible solutions suggested by those who see it as an issue, it is recommended first of all to focus on career prospects and development (as shown in Figure 17), followed by continuous training.

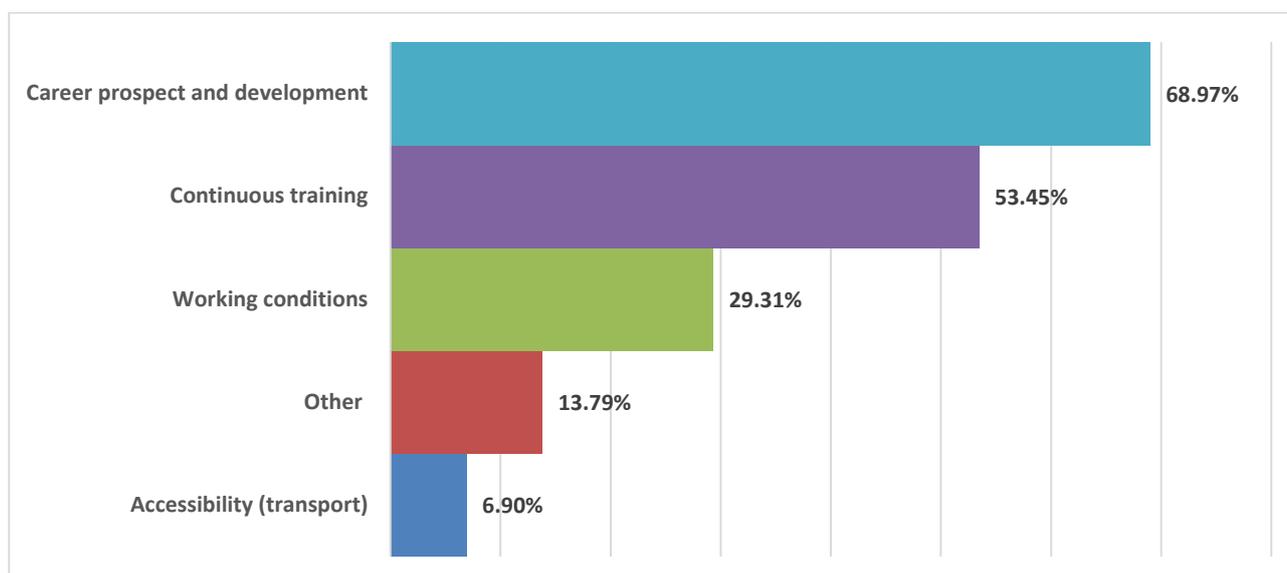
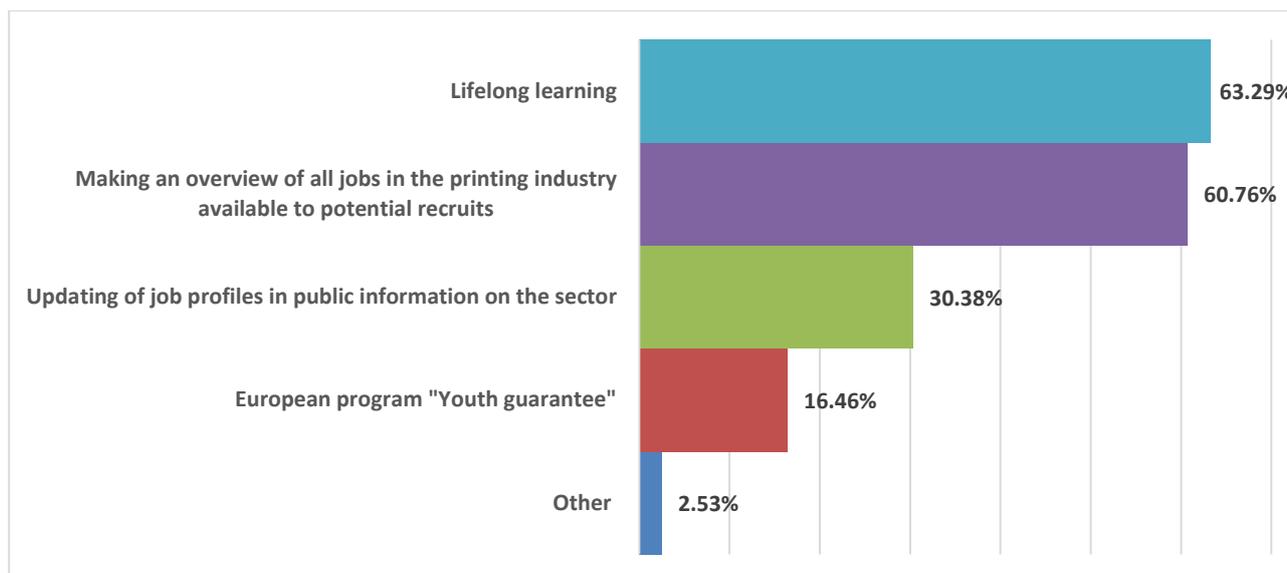


Figure 17: Retention both at company and sectoral level possible solutions

## **5. IMPLEMENTATION OF WORKERS' SKILLS DEVELOPMENT PROGRAMMES**

54% of respondents identify a need to start or improve the implementation of workers' skills development programmes, compared to 46% who do not perceive a need. The proposed actions to be taken (Figure 18) mainly relate to the possibility to invest in lifelong learning, as well as the possibility of making an overview of all jobs in the printing industry available to potential recruits.



*Figure 18: Implementation of workers' skills development programmes possible solutions*

## **6. IMPACT OF NEW TECHNOLOGIES IN THE RETENTION OF YOUNG WORKERS**

The impact of new technology is generally not a problem for the retention of young workers - 64% of respondents versus only 36% who perceive it as an issue. Those who feel it is an issue believe that it is necessary to invest in gaining better knowledge of the evolution of jobs linked to technology, followed by the development of skills and competencies (Figure 19).

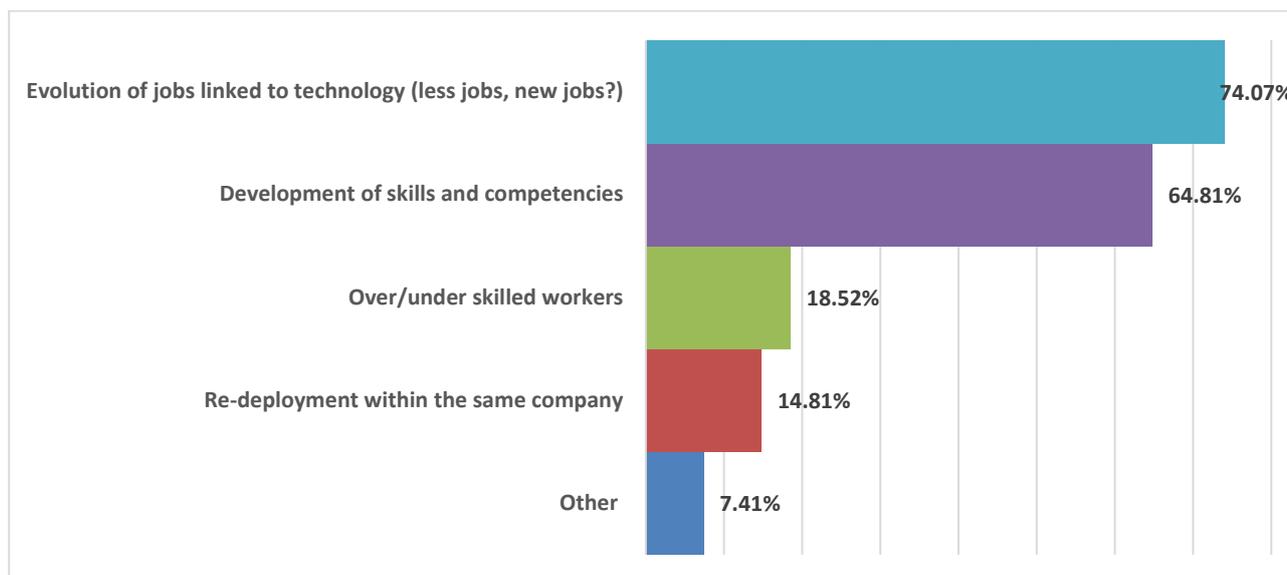


Figure 19: Impact of new technologies in the retention of young workers possible solutions

## **7. CAREER PROSPECTS FOR THE RETENTION OF YOUNG WORKERS**

The possibility of creating clear career prospects in order to retain young workers is perceived as problematic by 57% of people who replied to the survey, versus 43%. Here, the results of the possible solutions show that there should be a stronger focus on internal promotion programmes (see Figure 20), as well as on company communication campaigns as the second most voted.

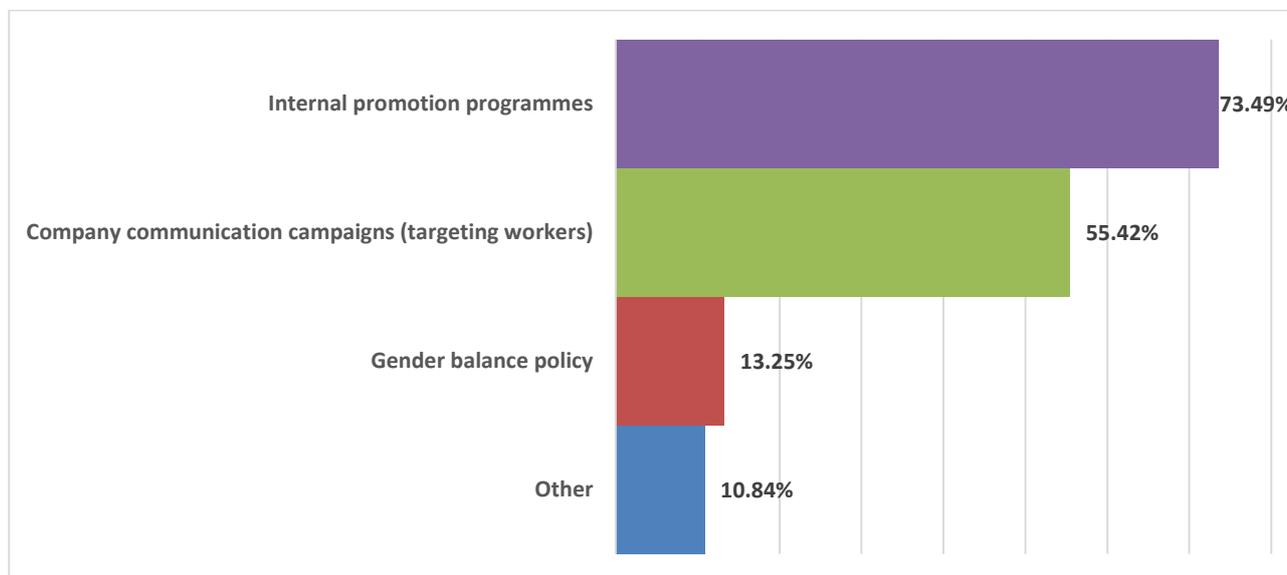


Figure 20: Career prospects for the retention of young workers possible solutions