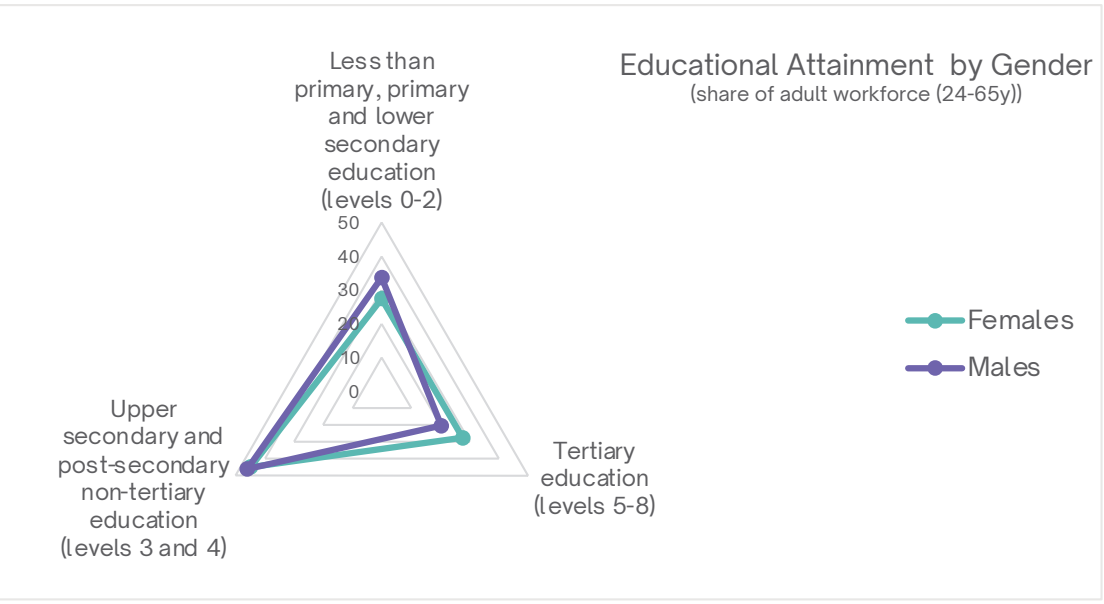
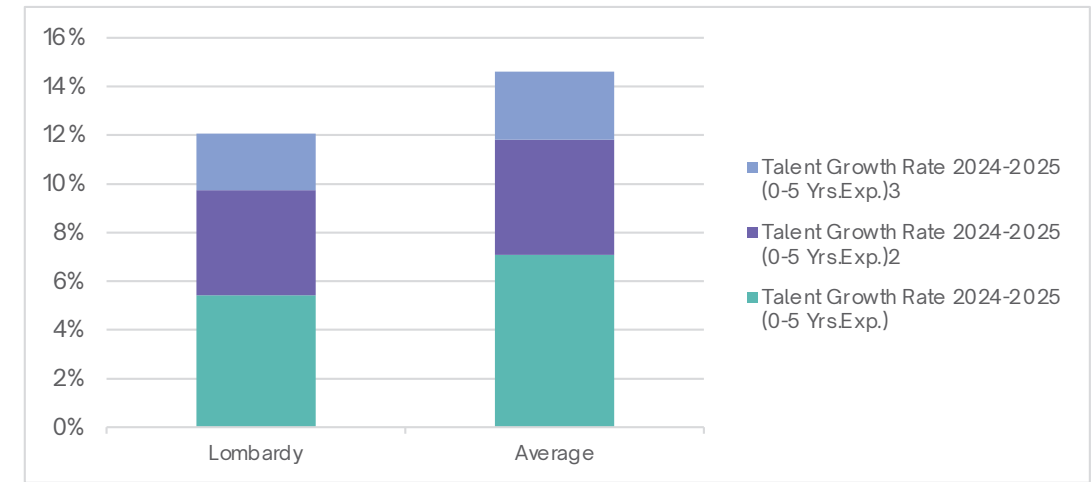
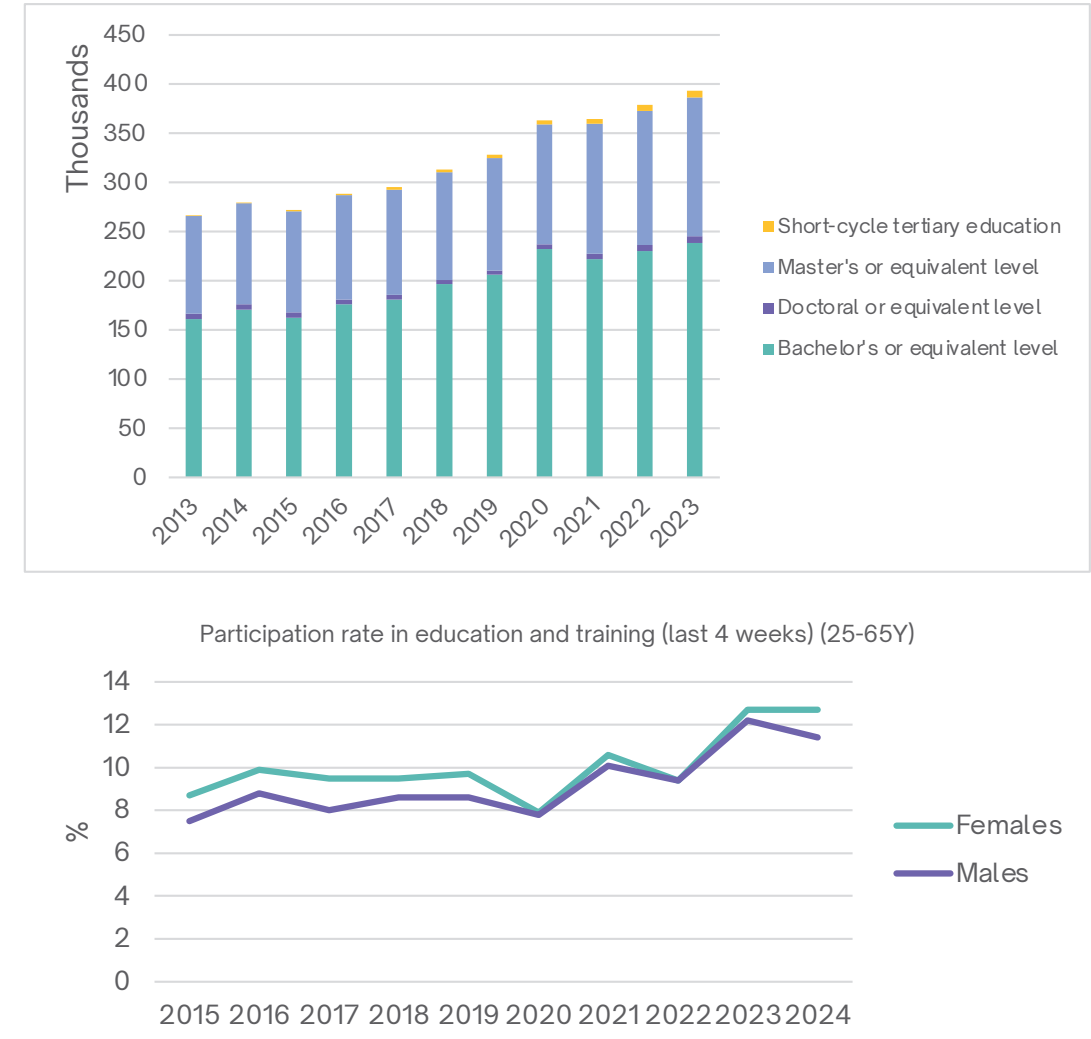


Regional Automotive Labour Market Profile - Lombardia

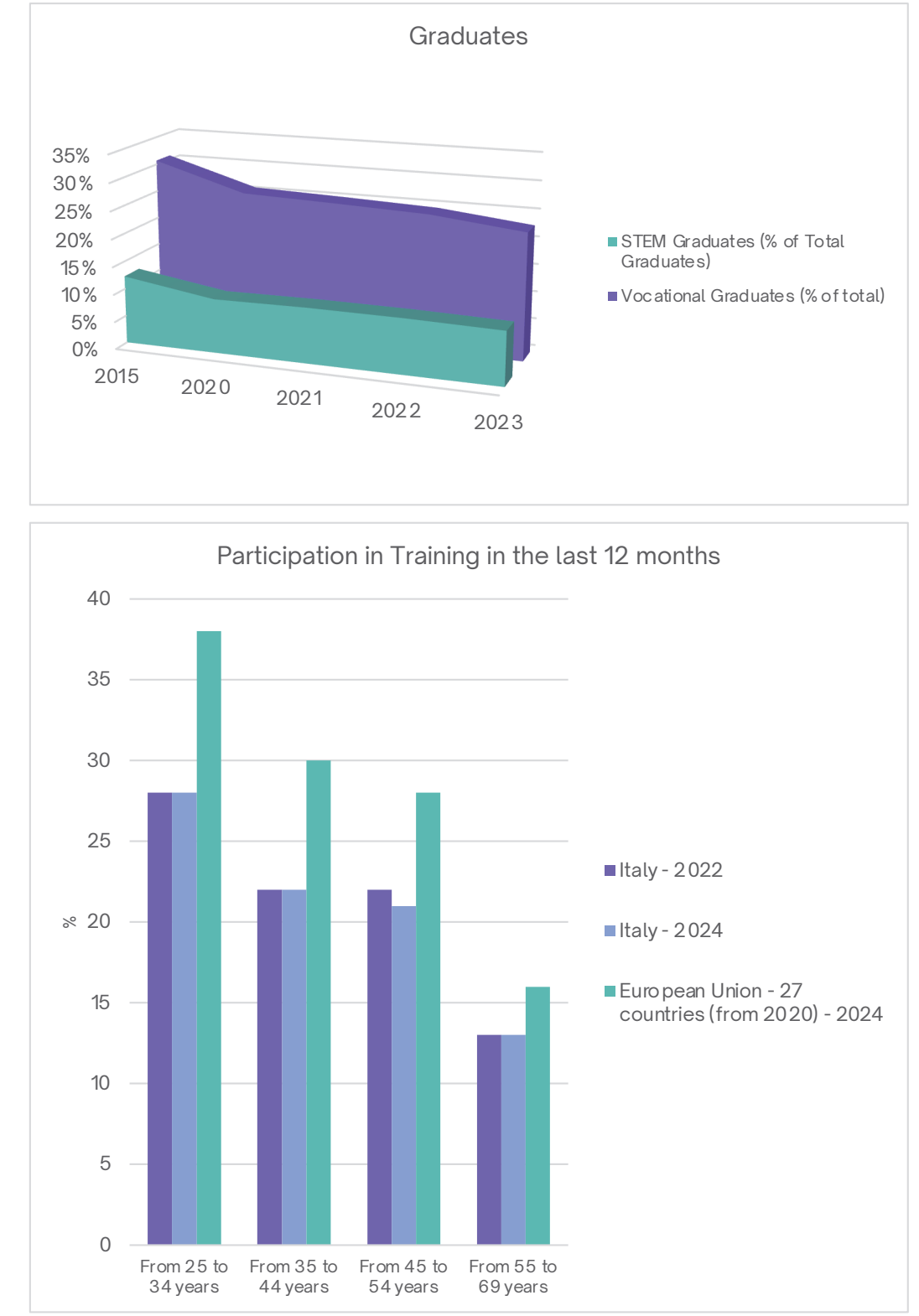
Labour Market Demographics



Talent Pipeline

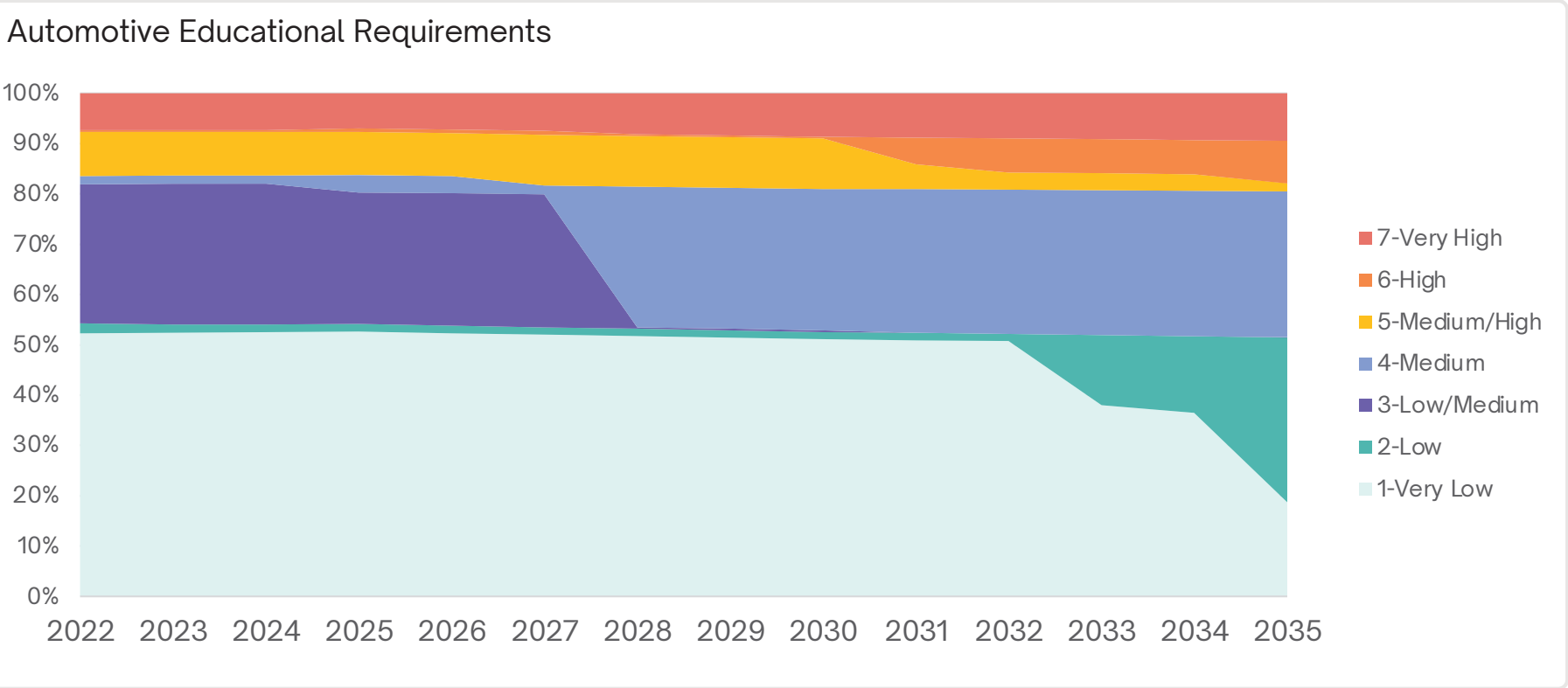
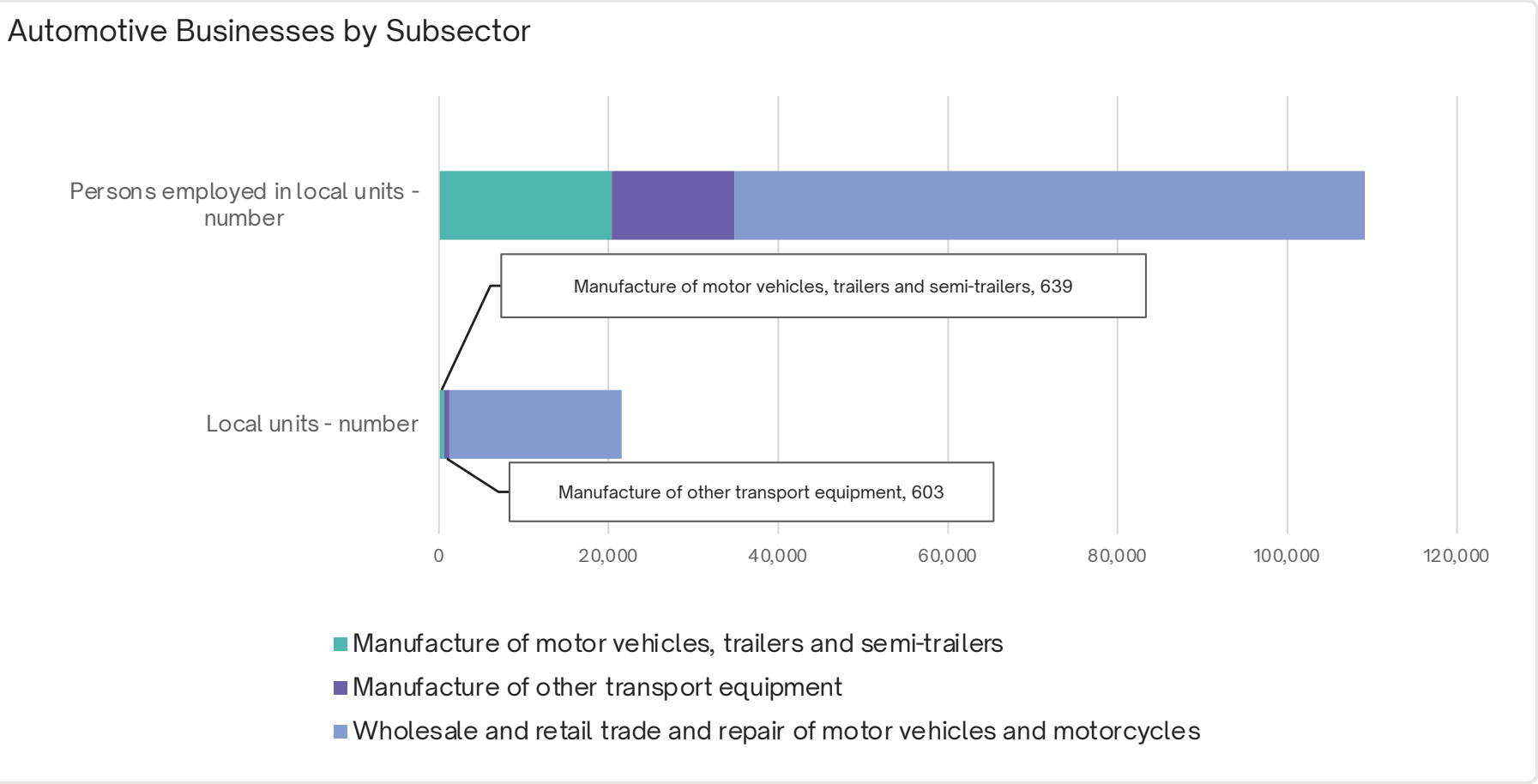
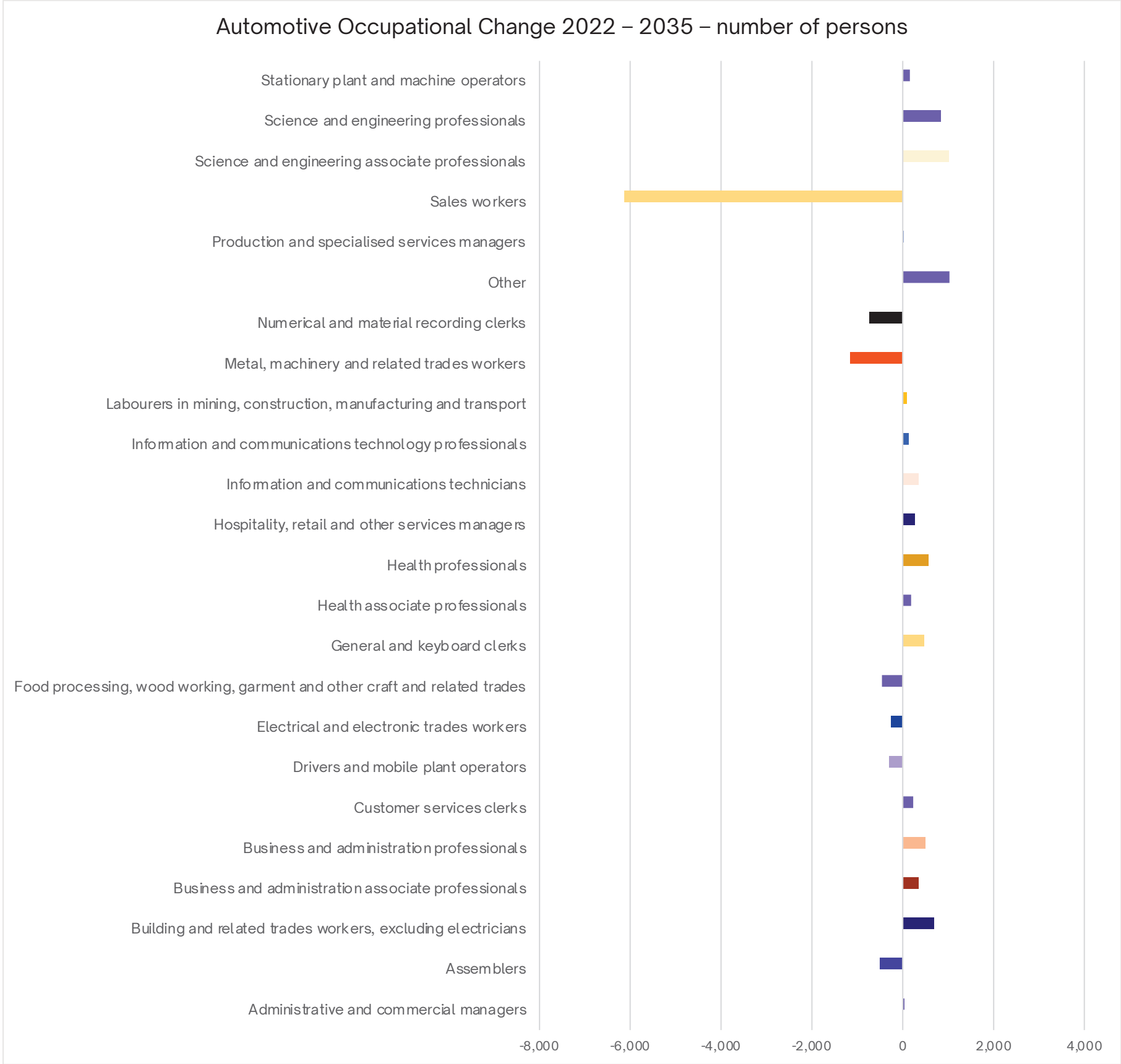


Talent Pipeline (Italy)



Source: Eurostat, CEDEFOP Skills Forecast, Draup Global Labour Market Data, Authors' calculations

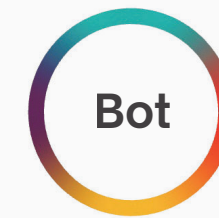
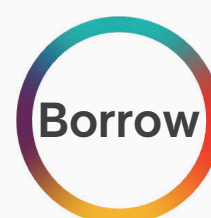
Regional Automotive Labour Market Profile - Lombardia



Source: Eurostat, CEDEFOP Skills Forecast, Draup Global Labour Market Data, Authors' calculations

Regional Automotive Labour Market Profile - Lombardia

Prevailing
Solution
Focus



Operational
Solutions

- Career Guidance
- Skills Forecasting & Mapping
- Outplacement
- Modular Training Programs
- Set Transition Pathways to Emerging Roles (reskilling pathways)
- Continuous lifelong Learning Culture
- Industry-Academia collaboration
- Change management
- Leadership/Middle management Training

- Strategic Workforce Planning (HR/Procurement Synergy)
- Vendor Diversification & Management
- Vocational Training / Internships
- Cross-Company Talent Pools
- Talent platforms (freelance, gig economy integration)
- Cross industry talent sharing
- Outsourcing
- Temp-to-Perm Pathways
- Retirement gigs
- Ecosystem collaboration

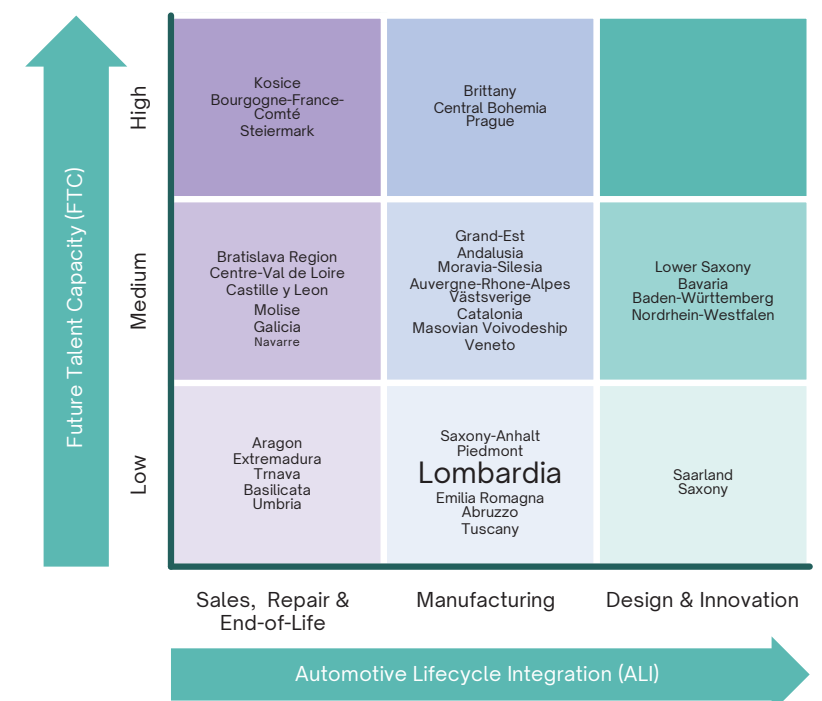
- Task Inventory
- Modular Training Programs
- Micro Credentials
- Recruitment Optimisation
- Labour Market Intelligence
- Automation readiness assessments
- AI Ethics training
- Human-machine collaboration frameworks
- Change management “Bot integration”

Ecosystem
Support

- Compensate Training Trade Off
- Build sector-wide training alliances
- Co-develop curricula with schools/universities
- Establish (and fund) joint Talent Pools & Platforms
- Displaced worker Tracking & Follow up
- Establish regional talent hubs and mobility programs
- Cross-Company Talent Pools
- Downtime Training Incentives & Facilities
- Downtime Income guarantees
- Micro Credentials
- Reduce Severance Costs
- Training funding options at personal and Business Level
- Educational partnerships and Hubs
- Shape visibility on non-automotive labour demand
- Enhance Partnership Public & Private Employment Services

- Establish and (co-)fund joint Talent Pools & Platforms
- Downtime Training Incentives & Facilities
- Downtime Income support
- Incentivize Vocational Training / Internships
- Enable Sectoral Sharing
- Enabling flexibility Frameworks
- Enhance Partnership Public & Private Employment Services
- Enabling Regulatory Flexibility Frameworks

- Compensate Training Trade off
- Training funding options at personal and Business Level
- Fund R&D



This type combines relative lower talent potential with relative predominance of manufacturing activities & workforces and relative lower automotive innovation.

Employability and Transition

1. Worker Employability & Barriers to Upskilling
2. Workforce Displacement and Aging Demographics
3. Mismatch Between Education and Industry Needs

- Bridge – Managing displacement within and/or outside the company
- Borrow - Contract, outsource or bring in other units - Inject Agility into the Talent Strategy
- Bot - Automate repetitive tasks, optimizing efficiency by integrating AI/robotic technology