

# INTEL Study: Tackling Labour and Skills Shortages in the European Private Security Services

Solutions proposed by the European Sectoral Social Partners





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# Introduction

This study was funded by the European Union (EU) as part of the Social Partner Project "INTEL: Skills Intelligence for the Private Security Services", led by the EU Sectoral Social Partners for the Private Security Services, the Confederation of European Security Services (CoESS) and UNI Europa. It is built on three different project activities and structured as follows:

## Chapter 1: Labour and skills shortages in the European private security services

This chapter provides the first EU-wide data on the extent of labour and skills shortages in the sector, and therewith a holistic picture of the challenges that the private security industry is facing. The findings presented are part of the more extensive study "[The State of Labour and Skills Shortages in the European Private Security Services](http://www.securityskills.eu)" (available at [www.securityskills.eu](http://www.securityskills.eu)).

The related research analyses publicly available data on labour and skills shortages in the sector. These figures are enriched with data collected through an ad hoc survey that was conducted by researchers of Europe Analytica in 2021/2022 among 41 national Sectoral Social Partners and 38 private security companies from across the EU Member States.

The aim of this research is to provide the Sectoral Social Partners with a better understanding of the situation of labour and skills shortages in the industry, respective drivers of change, and recommendations on how to better anticipate and manage this trend now and in the future.

## Chapter 2: Recommendations and Good Practices of Sectoral Social Partners, companies, and public authorities to tackle labour and skills shortages in the sector

This chapter presents best practices and concrete recommendations for national Sectoral Social Partners to address the challenges identified in Chapter 1.

From November 2021 to April 2022, CoESS and UNI Europa hosted three online workshops with the support of a dedicated Specialist Group (see page 5). The aim of these workshops was to provide national Sectoral Social Partners, security workers and companies with best practices and possible solutions to better anticipate and manage labour and skills shortages. More than 300 participants were involved in defining and discussing the best practices in successive workshops, which gathered Social Partners, individual companies and relevant public authorities, both at EU and national level. This study assembles best practices and recommendations that were discussed during the workshops.

## Chapter 3: National perspectives from Croatia, Germany and Sweden

As part of the project, national Social Partners in Croatia, Germany and Sweden discussed the local situation, challenges and solutions. A short overview of the discussions is provided in this study, to represent the diversity of national situations and environments, but also good practices and recommendations for action.

# INTEL Specialist Group and Contributions

The INTEL project is led and managed by the Secretariats of both CoESS and UNI Europa. Many of the important discussions and recommendations were, however, driven by the INTEL Project's Specialist Group for Skills Intelligence, including both employer and worker representatives:



**Alicia Gomez de Hinojosa**  
People & Talent Director  
Securitas Spain



**David Gigg**  
GMB Union  
G4S EWC Chair



**Jelena Milos**  
Policy Expert  
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Securitas EWC Chair



**Rene Hiemstra**  
Director  
G4S Netherlands



**Siegfried Hüsgen**  
Delegated Expert  
BDSW

CoESS and UNI Europa sincerely thank all the members of the Specialist Group for their contribution to this project. A very special recognition goes to the numerous experts from all over Europe, who presented the good practices covered in this report and who helped inspire national Social Partners for future action. CoESS and UNI Europa are happy to get interested parties in touch with the experts upon request.

# Executive Summary

The change impacting the European private security industry's workers and businesses is driven by a variety of factors, both on the demand and supply side. These drivers have already been assessed in detail as part of the previous EU-funded Social Partner Project of the Confederation of European Security Services (CoESS) and UNI Europa, "Anticipating, Preparing, and Managing Employment Change in the Private Security Industry".

## Changing demand for private security services

Between 2010 and 2019, the private security industry has grown significantly in terms of the number of workers, diversification of services, and the upscaling of the technical and professional expertise provided.

This is largely due to change on the demand side:

- Like the majority of business ecosystems, the private security industry is witnessing the opportunities and challenges resulting from **technological developments**. Clients increasingly demand the integration of new, more complex, technologies in the more traditional security services.
- Due to new challenges in public security, security services are also confronted with **demands for new missions** – both from public and private clients. This ranges from the protection of public spaces and Critical Infrastructure to the management of the COVID-19 pandemic, and comes with an increasing responsibility for the functioning of society and economies.

## Demographic change and lack of diversity in the private security workforce

In the face of this changing demand, publicly available data indicates that the current workforce has a set of characteristics that poses specific challenges:

- Due to demographic change, most workers in the industry are **middle-aged**, with an older workforce particularly prevalent in the Eastern Europe region.
- A large majority of workers in the industry is **male**. Lack of workforce diversity is therefore a challenge to be addressed.

## Change in demand and supply lead to a systemic labour and skills shortage in the industry

The COVID-19 pandemic has impacted, and in some aspects accelerated, these developments. An in-depth assessment can be found in the more extensive study "[The State of Labour and Skills Shortages in the European Private Security Services](http://www.securityskills.eu)" (available at [www.securityskills.eu](http://www.securityskills.eu)).

As a result, over the past years, the private security industry has been experiencing a general shortage both of labour and specific skills in its workforce. This can be confirmed by the results of a dedicated stakeholder survey that was conducted by researchers from Europe Analytica as part of the EU-funded Social Partner Project "INTEL: Skills Intelligence for the Private Security Services" in 2021/2022 among 41 national Sectoral Social Partners and 38 private security companies from across the EU Member States:

Labour and skills shortages are recognised as a **key priority** by all the key stakeholders in the industry's employer organisations (65%), trade unions (61%) and companies (71%).

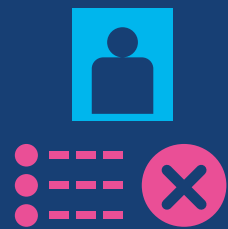
92%

of companies report **increasing difficulties to find workers** in the past 1-5 years.



48%

of companies **struggle to respond to market demand** due to labour shortages.



68%

of companies expect that labour and skills shortages will present a **serious issue for the future development of their companies** in the next five years.



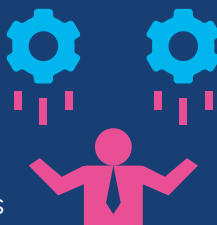
60%

of the private security companies surveyed by this study expect labour and skills shortages to **increase in the next five years**.



70%

of the sectoral trade unions and employer organisations consider **future skills shortages significant and as likely to persist**, causing a significant and negative business impact.



76%

of companies report that they faced **increasing difficulties recruiting people with specific skills** that are seen as relevant to meet market demand in the past 1-5 years.



## Skills shortages: from basic skills to more sophisticated services in the future

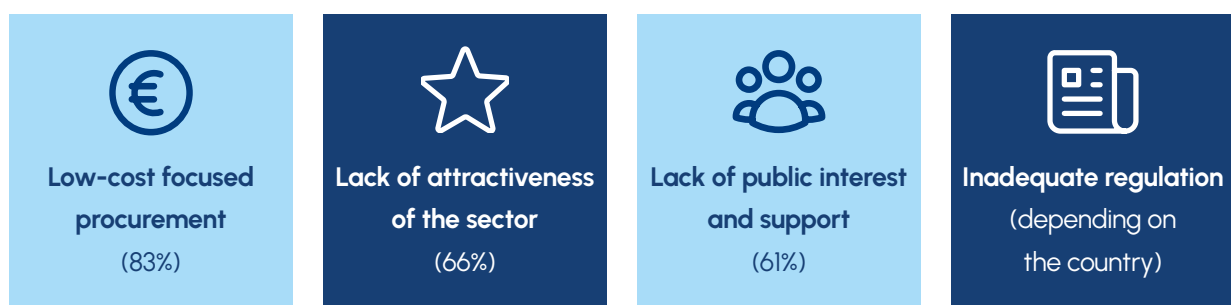
The survey among Social Partners and companies further provides more in-depth data on the specific skills that are missing in the security industry market. According to the research covered by the "[The State of Labour and Skills Shortages in the European Private Security Services](#)" study, specific skills shortages amongst the sectoral workers relate to IT, digital technology and language skills, and to some extent transversal skills, such as communication and people management.

The findings of the INTEL project however indicate that the need for more medium- and high-skilled workers may intensify. Private security services remain a labour-intensive industry, providing traditional on-site guarding and remote surveillance services. But client demand is changing, as reported by the Social Partner experts during the project's survey and workshops. Large clients, in particular, demand the integration of new technologies in existing services, operated by security officers with specific skills that go beyond basic qualifications. The change on the demand side can therefore be expected to have a long-term impact on skills shortages in the industry, as companies indicate in the survey an increased market demand for more sophisticated security solutions, including integrated remote video surveillance, cybersecurity and data analytics. Soft skills are also expected by companies in the future, the top amongst them being people management skills. In some business segments, this changes the tasks and missions of security workers. The industry must therefore retain and recruit personnel with basic, medium and high skills sets.

It is important to note that further research is required to understand the precise nature of specific skills shortages in the industry. In the survey conducted as part of this study, the lack of skills intelligence was identified by roughly 2/3 of respondents as a barrier to respond to skills and labour shortages in the sector – highlighting the relevance of this EU-funded project and study.

## Barriers to address labour and skills shortages in the industry and recommendations for action

National Sectoral Social Partners mention even more important barriers that hinder them from tackling the systemic challenge of future labour and skills shortages:





These barriers likewise indicate where further action is needed. They build the basis for the recommendations of Chapter 2 for further joint Social Partner activities to:

- **Promote value-based procurement practices and better regulation** of the industry that fosters quality and rewards compliance with Collective Agreements, quality, a skilled workforce and career development, in collaboration with public authorities;
- **Endorse attractiveness and diversity of the industry**, including initiatives that foster inclusion and promotion of different worker groups such as women, LGBTQIA+, disadvantaged younger and elder people, persons with disabilities, etc.;
- **Engage with public authorities to actively address labour and skills shortages**, for example with public employment services and stakeholders in the national training framework;
- **Strengthen vocational education and training (VET) frameworks** in the industry through the establishment of sectoral training centres, which offer re- and upskilling pathways;
- **Establish national frameworks for gathering skills intelligence** and data on the composition of the workforce as well as workplace practices.

In Chapter 2, this study assembles best practices and concrete recommendations in these areas that were presented and discussed in three dedicated online workshops with over 300 participants from November 2021 to April 2022.



## Social Dialogue and Collective Bargaining as the key to address barriers

These best practices show that sectoral Collective Bargaining and Social Dialogue is an important tool to address these identified barriers, for example by covering the following aspects in Collective Bargaining:

- Promotion of best value procurement and creation of employer-union observatories to monitor public procurement practices;
- Training requirements and funding for re-/ and upskilling;
- Creation and updates of job profiles and new career pathways;
- Supporting young trainees during their apprenticeships and on-boarding, e.g. through mentorship programmes, and motivation of workers;
- Promotion and measures on diversity, equality and inclusion in the various aspects covered in this report;
- Establishing good practices between employers and worker representatives related to the transfer of undertakings.

The positive impact of Social Dialogue on working conditions has been proven by numerous examples in this study. They show that collaboration between trade unions and employers can give rise to great initiatives tackling different aspects of labour and skills shortages:

In countries like Spain, Portugal and France, **Sectoral Social Partner Observatories** exist that provide skills intelligence, fight unfair and irresponsible business practices, and ensure best value procurement and compliance with Collective Agreements.

Social Partners in Sweden, Luxembourg, Belgium and Austria raise quality standards in training through their own **training institutes**, most of them governed by Collective Agreements.

In Belgium, Germany, Greece and Spain, Sectoral Social Partners initiated activities that pro-actively **support under-represented and/or vulnerable worker groups** - including women, disadvantaged young people, and the unemployed.

Many best practices from diverse countries report how Sectoral Social Partners **work with public authorities** to include strong quality criteria for basic training; support vocational education and training frameworks; enforce best value procurement; and guarantee an adequate sectoral regulation.

## Social Dialogue and Collective Bargaining as the key to address barriers

This project and study show that learning from Social Partners across EU Member States can be highly valuable, because it is important to anticipate and manage the challenge of labour and skills shortages in a sustainable way for all.

Private security services are thereby competing with other sectors that also face labour shortages (yet do not, for instance, require licensing and months-long background checks). It is therefore key for the sector to be more attractive to a diverse workforce, giving prospects of having a high-quality and meaningful job.

Private security services are quite specific in their nature, in that they always were, and increasingly will be, essential services provided in support of law enforcement, as well as directly protecting critical infrastructure and locations accessible to the general public, such as transport, leisure activities and the events industry - a development which has been confirmed in the context of terrorist attacks in Europe and the COVID-19 pandemic. Labour shortages in private security services are hence a strategic challenge to public security, the economy, and society overall - a fact recognised by a wide range of stakeholders during the workshops in Croatia, Germany and Sweden, which are summarised in this study.

This means that public procurers, overall, must start considering private security services as a business enabler and value creator instead of a mere cost or commodity. To reduce security and protection services to a cost factor leads to a race to the bottom in working conditions, impacting the attractiveness and reputation of the sector and creating even more significant security risks in an already volatile world. This also requires a change of mindset in society on the role that private security workers play for the functioning of the world we live in - giving rise to the opportunity for Social Partners to increasingly engage in public awareness campaigns. Private security workers are securing the public good. The present report was made during a significant part of the COVID-19 pandemic and it became evident that the role of the security personnel as key essential workers, as obvious as it is, can never again be ignored or minimized.

This study is not an exhaustive overview of all existing Social Partner initiatives, and their exchange will continue beyond this project in the European Sectoral Social Dialogue between CoESS and UNI Europa. Still, this document is a compendium of excellent actions undertaken by Sectoral Social Partners across Europe.

The European Sectoral Social Partners, CoESS and UNI Europa, hope that they can support the exchange of solutions across countries to tackle this strategic challenge of labour shortages to companies, workers, society and economies.

# 1 Labour and skills shortages in private security services in the EU Member States



# 1. Labour and skills shortages in private security services in the EU Member States

## 1.1 Workforce composition in the private security services

The most recent estimates from CoESS indicate that the private security industry in Europe employed approximately 1.88 million (active) security officers in 2020, of which around 1.33 million were employed within the EU. These estimates are derived from information provided directly by CoESS' national associations - hence assembled following a different methodology than those coming from Eurostat.<sup>1</sup>

**This study uses Eurostat data only, in order to allow an analysis on the basis of the same data set and may, in some countries, be different from nationally collected data.**

According to Eurostat, there were 1.23 million employees in the private security industry in the EU in 2019<sup>2</sup>. Between 2015 and 2019, the number of private security workers in the EU increased by 5% (from 1.16 million to 1.23 million).

**Most workers in the industry are middle aged, with an older workforce particularly prevalent in the Eastern Europe region.**

As shown in Figure 1, in 2020, workers aged 25 to 49 accounted for more than half (55%) of the employed in the industry in the 26 EU countries for which 2020 data are available (all but Luxembourg).

The share of older private security workers is comparatively higher in Eastern Europe. Whilst private security workers aged 50-64 across the EU-26 represent 35% of all industry workers, their share is the largest in Poland (49%), Lithuania (48%), Slovenia and Croatia (46% each). The countries with the highest proportion of workers in the industry aged 65 and above are also in Eastern Europe - Poland (15%), Bulgaria (14%) and Lithuania (13%). This indicates that demographic change may have a greater impact on the private security industry in the Eastern European region.

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<sup>1</sup> The Eurostat "Labour Force Survey" is undertaken by National Statistical Institutes using a standard questionnaire at the household level, and is based on a representative sample of private households. CoESS' members mostly use data directly provided by their members.

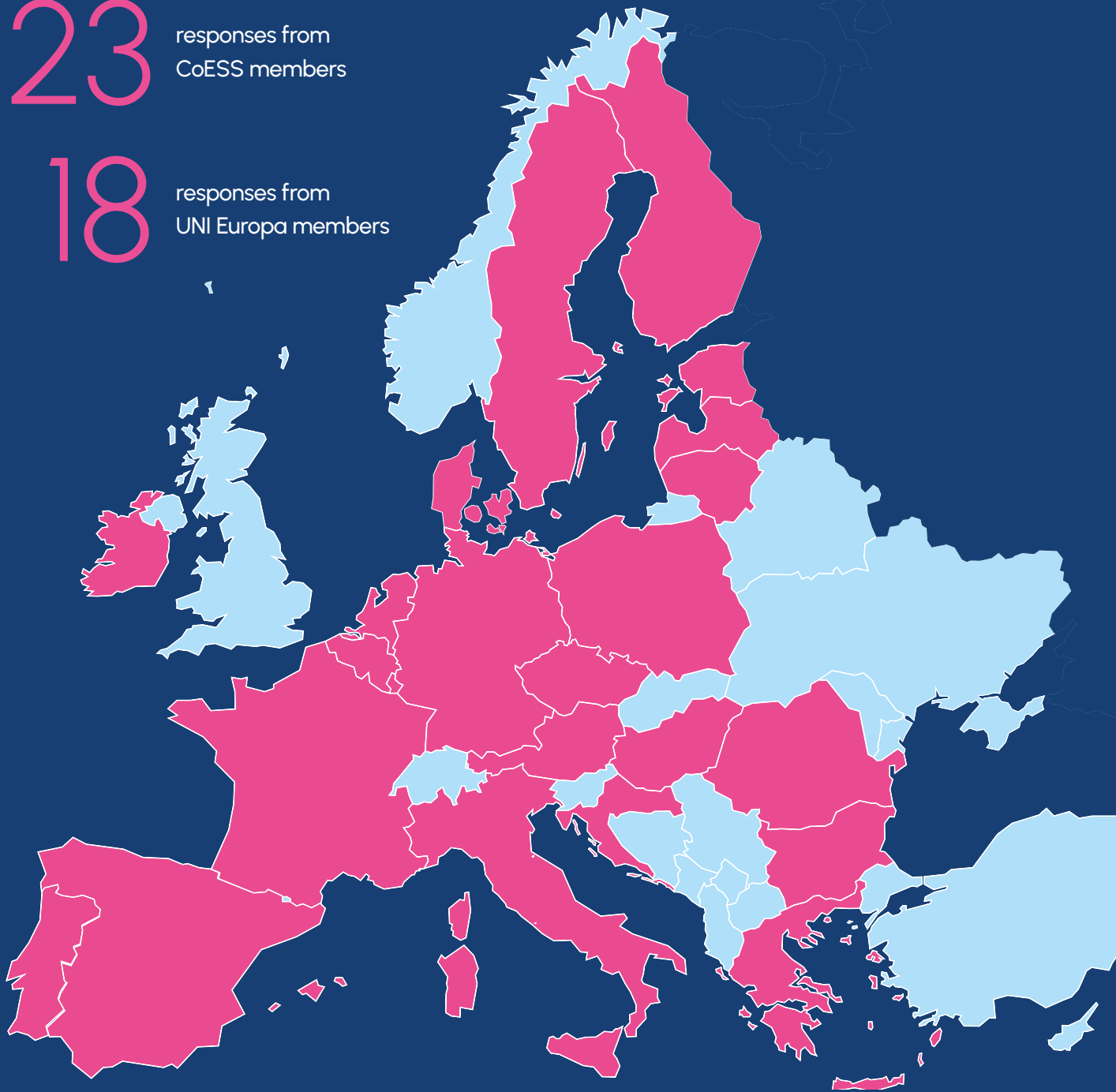
<sup>2</sup> See: Eurofound, 2019, Representativeness of the European social partner organisations: Private security sector, Definitions and methodology, pg. 5. which, as per Eurofound's definition, is comprised of private security activities (NACE 80.1) and security systems service activities (NACE 80.2) and Investigation activities (NACE 80.3).

38 responses from private security companies

23 responses from CoESS members

18 responses from UNI Europa members

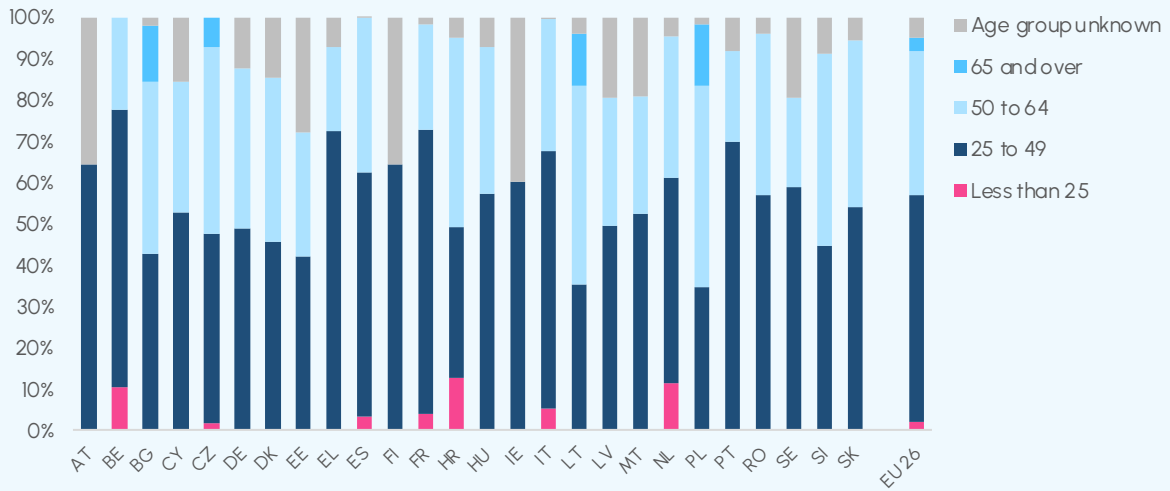
Responses received



Map of countries covered in this study, by companies and/or organisations who replied the INTEL project survey, 2021

Figure 1

Security and investigation activities employment in the EU: Breakdown by age group (2020)



Source: Eurostat, 2020, [lfsa\_egan22d]. Note: There are no data on Luxembourg

**Most workers in the private security industry are male.** According to CoESS members reporting information on the gender composition of the private security workforce, in 2018, women constituted 15% of the workforce in the private security industry<sup>3</sup>. This share is comparable to the 2020 Eurostat data for the security and investigation activities (NACE 80). In 2020, one in six security and investigation workers in the EU was female. In six EU countries, the share of female workers in the industry was below the EU average (17%), as low as 6% in Bulgaria, 10% in Romania and 11% in Portugal. The largest share of female workers in the industry is recorded in Cyprus (37%), Estonia (33%) and Czechia (31%).

**Although data is not available widely, it appears that non-EU workers play a relatively minor role in the private security industry.** This can be explained by national regulation, which in many countries allows only EU citizens to be hired in the security services.

<sup>3</sup> Ecorys, 2018. Anticipating, Preparing and Managing Employment Change in the Private Security Industry

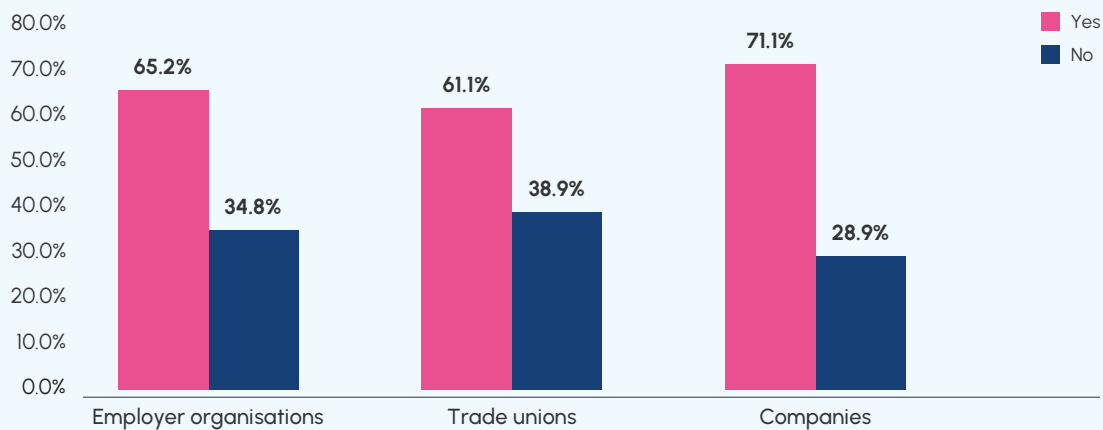
## 1.2 General labour shortages and specific skills shortages

A general labour shortage has been recognised by CoESS and UNI Europa in a Joint Statement in 2020<sup>4</sup>.

This assessment is also confirmed by the INTEL project survey results, which exemplify the large extent of labour and skills shortages. These are recognised as a key priority by all the stakeholders in the sector—employer organisations, trade unions and the companies themselves (see Figure 2). **In particular, the INTEL project survey shows that 68% of the interviewed security companies expect labour and skills shortages/mismatches to present a serious issue for their future development in the next 5 years.**

**Figure 2**

**Labour and skills shortages are a current key priority for all industry stakeholders**



**Question: Are labour and skills shortages a priority for your organisation currently?**

Source: INTEL Project survey, 2021: response from 23 employer organisations, 18 trade unions and 38 companies.

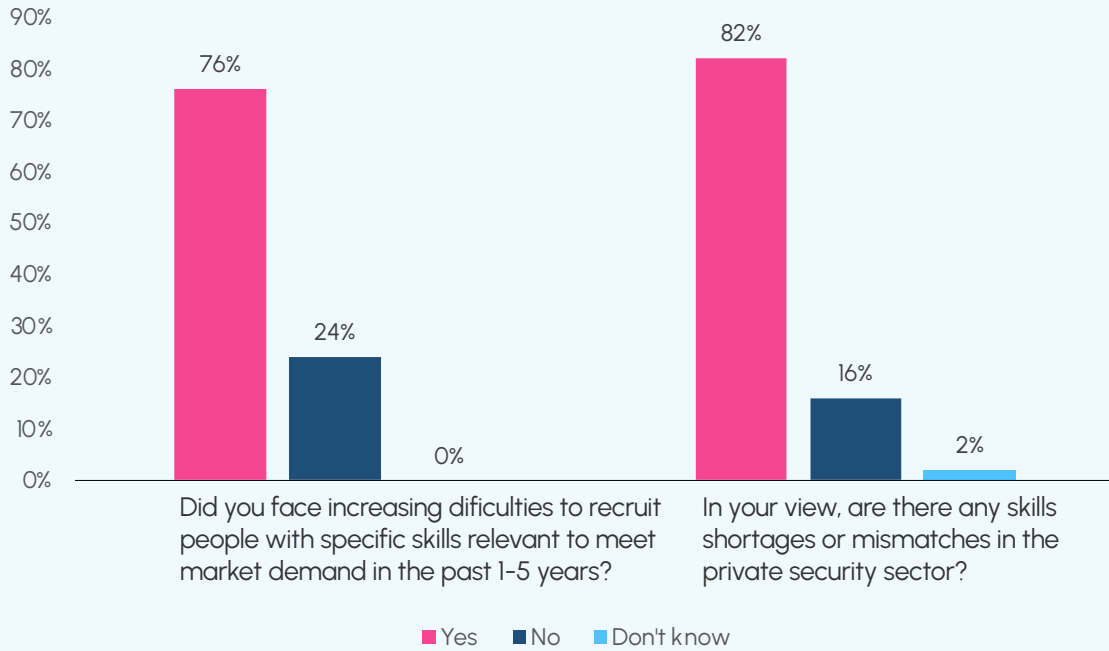
In the survey, most of the participating companies reported increasing difficulties in recruiting suitably qualified workers to meet market demand as per Figures 3-5.

<sup>4</sup> CoESS and UNI Europa (2020, January 30): Joint Statement on the Skills Agenda for Europe (<https://coess.org/newsroom.php?page=position-papers>)



**Figure 3**

**Security companies have difficulties in finding specific skills and report skills shortages, 2021**



Source: INTEL Project survey, 2021. N=38.

The security companies identified a set of the most frequent specific skills shortages, which we classified into the categories of job-specific/technical and transversal skills<sup>5</sup> (see summary in Table 1).

**Table 1**

**Specific skills shortages reported by companies**

Type	Specific skills shortages
Job-specific / technical	Digital skills Language skills Intercultural awareness
Transversal	Communication skills Leadership skills Security work mindset

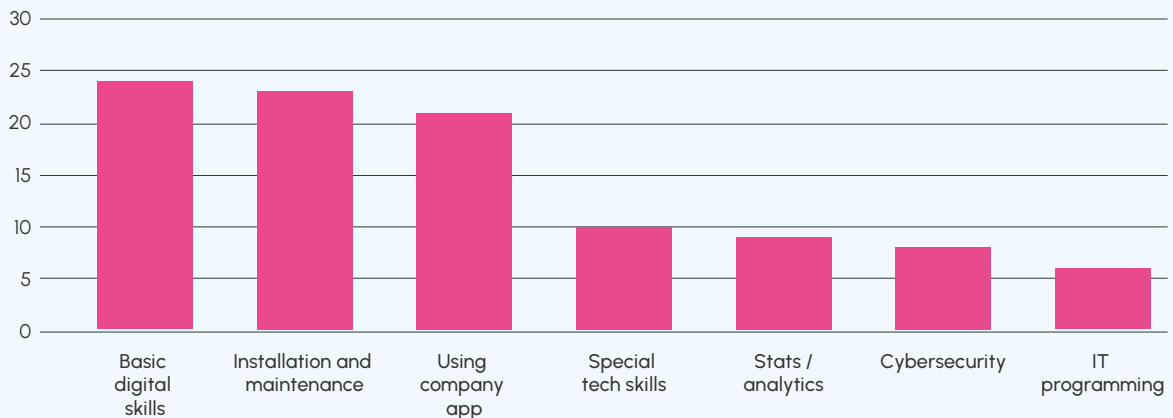
Source: INTEL project survey of security companies, 2021.

<sup>5</sup> Following the skills framework considered also in the European Agenda for Skills, see [European Skills Agenda - Employment, Social Affairs & Inclusion - European Commission \(europa.eu\)](https://ec.europa.eu/social/main.jsp?langId=en&tab1=0&tab2=2&tab3=1&tab4=1&tab5=1&tab6=1&tab7=1&tab8=1&tab9=1&tab10=1&tab11=1&tab12=1&tab13=1&tab14=1&tab15=1&tab16=1&tab17=1&tab18=1&tab19=1&tab20=1&tab21=1&tab22=1&tab23=1&tab24=1&tab25=1&tab26=1&tab27=1&tab28=1&tab29=1&tab30=1&tab31=1&tab32=1&tab33=1&tab34=1&tab35=1&tab36=1&tab37=1&tab38=1&tab39=1&tab40=1&tab41=1&tab42=1&tab43=1&tab44=1&tab45=1&tab46=1&tab47=1&tab48=1&tab49=1&tab50=1&tab51=1&tab52=1&tab53=1&tab54=1&tab55=1&tab56=1&tab57=1&tab58=1&tab59=1&tab60=1&tab61=1&tab62=1&tab63=1&tab64=1&tab65=1&tab66=1&tab67=1&tab68=1&tab69=1&tab70=1&tab71=1&tab72=1&tab73=1&tab74=1&tab75=1&tab76=1&tab77=1&tab78=1&tab79=1&tab80=1&tab81=1&tab82=1&tab83=1&tab84=1&tab85=1&tab86=1&tab87=1&tab88=1&tab89=1&tab90=1&tab91=1&tab92=1&tab93=1&tab94=1&tab95=1&tab96=1&tab97=1&tab98=1&tab99=1&tab100=1)

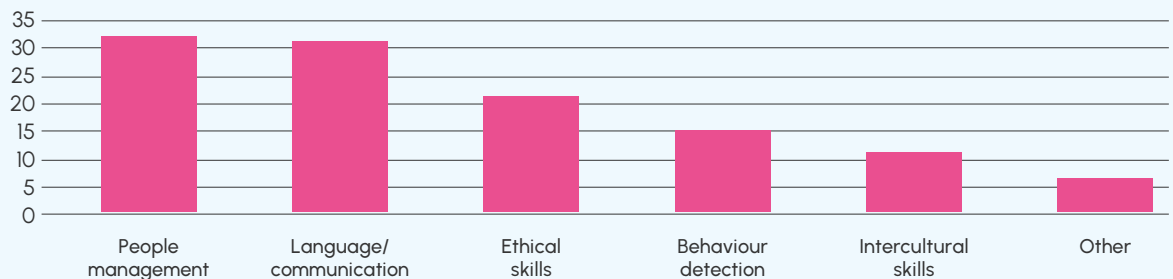
The respondents identified an increased need for digital technology and language skills. The hardest skills to find were skills that are usually seen as soft skills: people management and languages. Basic digital skills, installation and maintenance, and ethical skills were also widely mentioned. Many companies also reported that it was hard to find candidates with the right work mindset for a job in the security business, which demands high levels of commitment and reliability.

**Figures 4-5**

**Specific skills that security companies seek are systems installation, basic IT skills, people-management and communication skills**



**Question: Which IT skills are most important when hiring or re-/upskilling staff?**



**Question: Which soft skills are most important when hiring or re-/upskilling staff?**

Source: INTEL Project survey, 2021. N=38. Multiple choices are possible.

When identifying specific occupations, companies reported that the most difficult to recruit were traditional security officers and technically qualified people with language and IT skills. Security system technicians, receptionists, aviation security experts and fire brigade personnel were also hard to recruit.

## 1.3 Perceived drivers of change in labour and skills requirements

Skills requirements and resulting shortages in the industry are caused by a complex interplay of factors, which relate to the supply and demand side (see Table 2). The key reasons are analysed below.

**Table 2**

### Key reasons for the skills shortages in the industry

<b>Supply</b>	Ageing workforce and demographic change Short-comings in national education systems
<b>Demand</b>	Technological change Growth of new services Decline in other service segments

Source: Own elaboration.

The ageing workforce is a key supply-side factor leading to labour and skills shortages in the industry, as already shown in Chapter 1.1. This will make it increasingly important to attract a younger and more diverse workforce. Many Central and Eastern European Countries, including the Baltics, have high proportions of older employees in the workforce. They may face growing employment pressures, caused by the need to replace older employees as they retire from the workforce<sup>6</sup>. In contrast, younger age groups typically account for a higher proportion of the workforce in the Northwest of Continental Europe (including Scandinavia).

The ageing workforce in the industry means that re- and upskilling strategies are needed to ensure that older workers develop the skills required to maintain active participation in the industry<sup>7</sup> - especially as the main skills required in the industry are digital and language skills (see Chapter 1.2), skills many older workers struggle to learn at an advanced age<sup>8</sup>.

**Social Partners further claim that current national education systems are not fully equipping young people with skills required in the security services** - from basic skills to soft skills and specialised STEM<sup>9</sup> skills. According to the INTEL project survey (see Figure 6) and previous statements of CoESS and UNI Europa, in many countries, the provision of skills to young people is not sufficiently connected to the labour market needs and tasks in the industry, leading to skills shortages and mismatches. This concerns not only highly skilled workers, as companies also have great difficulty hiring staff with basic skills requirements<sup>10</sup> - which raises the need for Social Partners to assure that new and existing workers learn the skills that are needed in the job.

<sup>6</sup> Ecorys, 2018, Anticipating, Preparing and Managing Employment Change in the Private Security Industry.

<sup>7</sup> the CoESS [report 'Anticipating employment change'](#), [CoESS - Projects and Standards - Anticipating Employment Change](#)

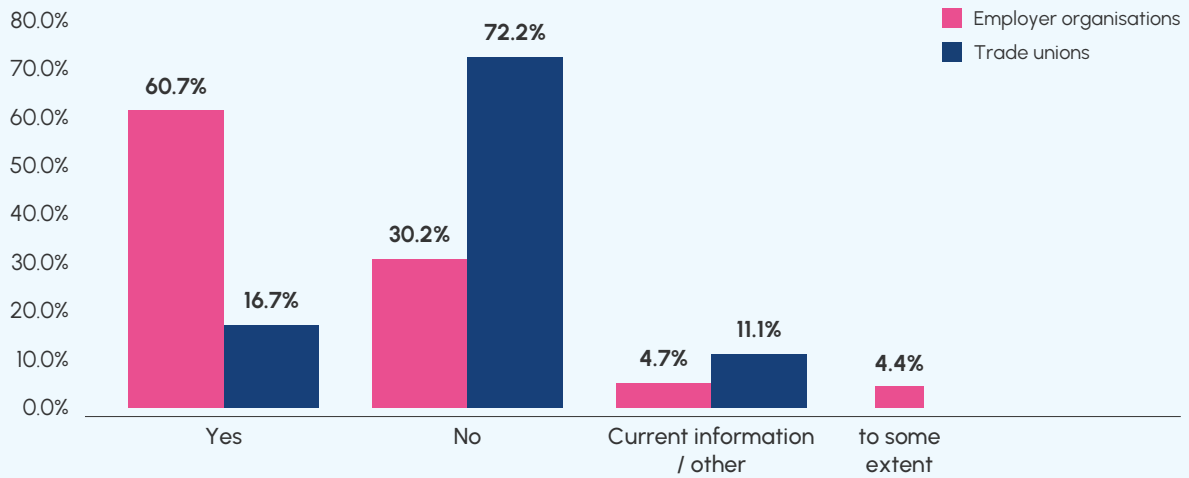
<sup>8</sup> See Eurofound (2021), The digital age: Implications of automation, digitisation and platforms for work and employment, Challenges and prospects in the EU series, Publications Office of the European Union, Luxembourg.

<sup>9</sup> Science, Technology, Engineering and Math.

<sup>10</sup> CoESS and UNI Europa (2020): Joint Statement on the Skills Agenda for Europe (<https://coess.org/newsroom.php?page=position-papers>)

Figure 6

## Adequacy of current formal qualifications: views of trade unions and employer organisations



**Question: Do the existing, formal qualifications adequately reflect current job profiles and tasks of security officers in your country?**

Source: INTEL Project survey, 2021. trade unions - 18 responses; employer organisations - 23 responses.

**Amongst the demand-side drivers of change, digitalisation and technological advances, as well as the widening of the scope of services provided and new client segments are perceived to be key, creating demand for new types of skills and workers.**

According to 70% of the company responses to the INTEL survey, new demand due to digitalisation is one of the main drivers of skills shortages or mismatches. Moreover, according to 63% of the respondents, demographic change has also heavily impacted the industry, while 40% of the respondents highlighted that new demand due to developments in public security (increase in crime, terrorism, societal movements, etc.) have affected the industry as drivers of skills shortages or mismatches. 33% of the respondents feel that the new demands due to COVID-19 have been a driver of skills shortages or mismatches.

## 1.4. Impact of labour and skills shortages

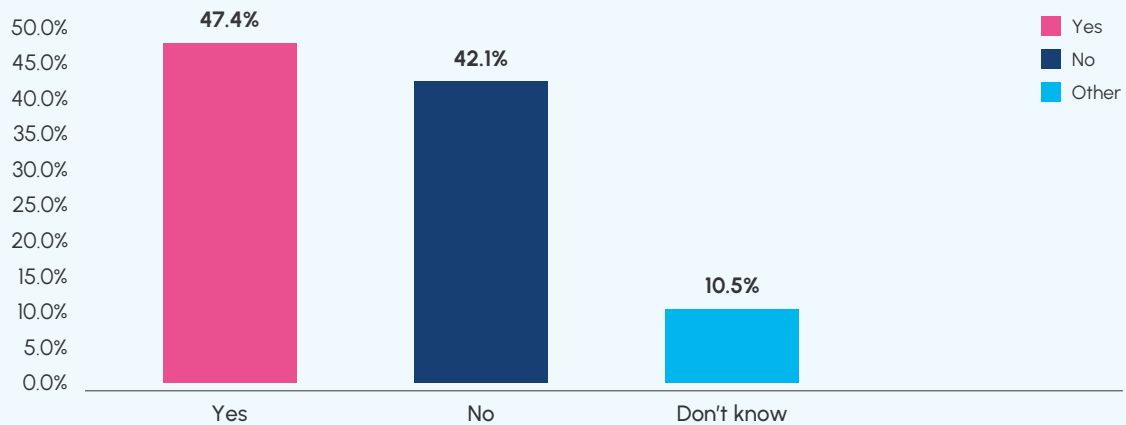
The impact of labour and skills shortages in the industry is considered to be negative, affecting the ability of companies to meet market demand and to provide the required security services. Many companies see this as a serious threat to business development.

Indeed, the European Social Partners pointed out in 2020 that the employment situation in the private security industry was becoming increasingly problematic due to the persisting shortage of workers and the lack of skills<sup>11</sup>.

In their responses to the INTEL survey, security companies highlight that skills shortages have already negatively affected their ability to meet the current market demand. Amongst the respondents from security companies, 42% can meet the market demand with their current workforce (see Figure 7). In contrast, a larger proportion, of 47%, can't - an alarming percentage. Those belonging to the latter category indicate that the demand is higher than the company can meet because of a limited workforce.

**Figure 7**

### Security companies struggle to respond to current demand due to the labour shortages



**Question: Can you respond to the market demand with your current workforce?**

Source: INTEL Project survey, 2021. N=38.

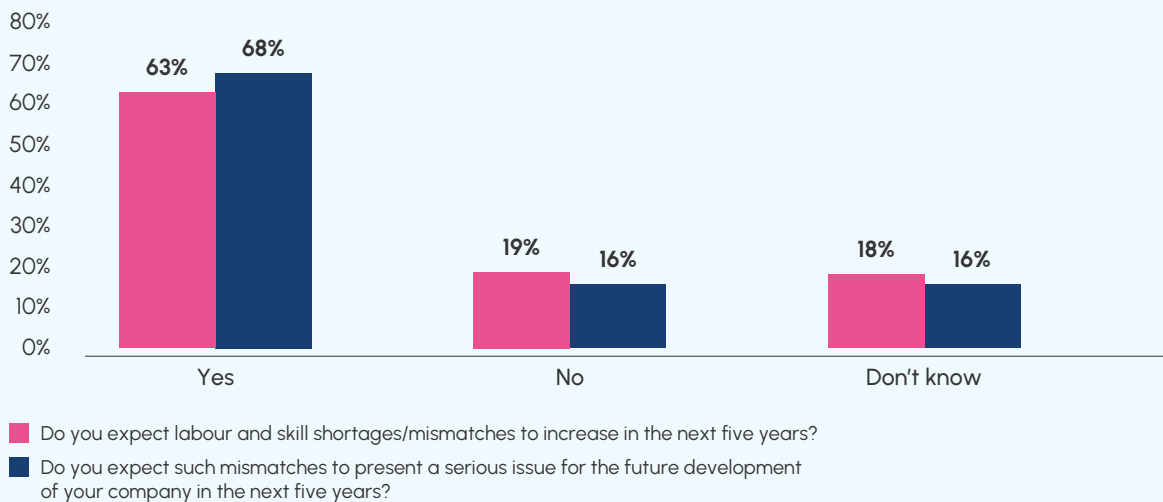
<sup>11</sup> CoESS and UNI Europa (2020): Joint Statement on the Skills Agenda for Europe (<https://coess.org/newsroom.php?page=position-papers>)

## 1.5 The extent of future skills challenges

As per the INTEL project survey, the skills demand and related challenges are expected to persist in the private security industry in the foreseeable future. 63% of the security companies surveyed expected labour and skills shortages and mismatches to increase in the next five years. Critically, 68% of companies expect that labour and skills shortages and mismatches will present a serious issue for the future development of their companies in the next five years (see Figure 8).

**Figure 8**

### Future labour/skills shortages will persist for the private security companies



Source: INTEL Project survey, 2021. n=38.

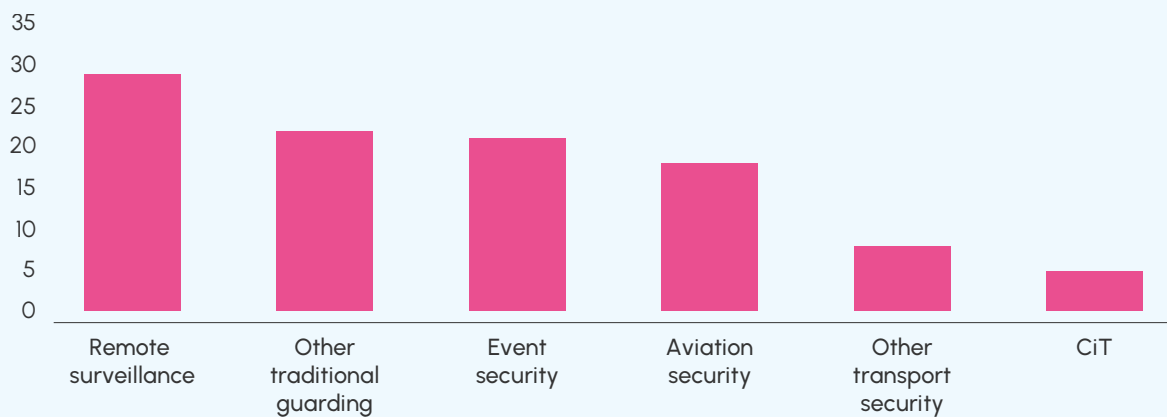
The Europe-wide forecast of the European Centre for the Development of Vocational Training (CEDEFOP) for the whole security industry (covering both public and private sectors—no specific data on private security available) indicates a trend towards the future need for medium and highly qualified worker.<sup>12</sup> Considering the future employment needs by education level for protection workers (both public and private security sectors) in EU27 over the period 2020–2030, CEDEFOP assessed that most workers needed will be with a high level of qualification (estimated at 623,000), closely followed by those with medium-level qualifications (569,800). In contrast, the number of workers with low qualifications is expected to be lower, at 63,900.

<sup>12</sup> [Personal and protective service workers: skills opportunities and challenges \(2019 update\) | CEDEFOP \(europa.eu\)](#)

**This increasing demand for high-level skills in the future is echoed in the INTEL survey results.** The views of security companies indicate an increasing market demand for high-skilled services (see Figure 9). The top areas of future demand relate to complex IT areas such as integrated video surveillance, cybersecurity and data analytics. The biggest increase in demand is expected by companies in the next five years in the segments of remote surveillance and monitoring (76% of 38 company respondents). While 57% of the respondents anticipated other traditional guarding activities (access control, onsite surveillance) to witness increased market demand in the next five years, 55% expected the same for event security and 47% of respondents for aviation security, with 21% extending it to transport security.

**Figure 9**

**Increasingly high skills demand: views of private security companies**



**Question: Do you expect market demand to increase in the following segments?**

*Source: INTEL Project survey, 2021. N=38. Multiple choices are possible.*

The INTEL survey asked the security companies about the market demand for concrete types of services and technologies. The most mentioned category was new integrated video surveillance, closely followed by cybersecurity/managed security services and data analysis. Drones and system installation will also most likely witness an increase in demand. New scanning services, robotics and biohazard/infection control/prevention services were also mentioned by many respondents. The industry is anticipating further developments and technical tools such as robotics and specified systems in the future.

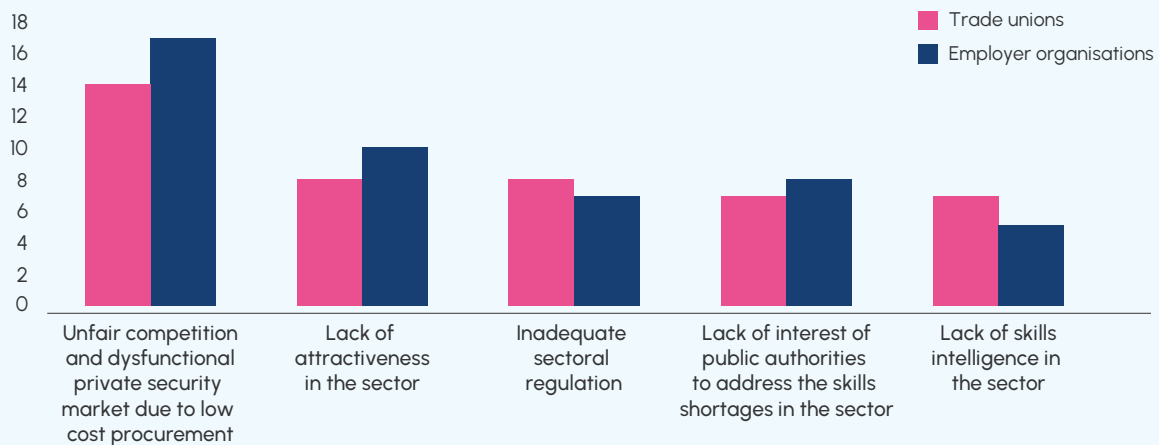
## 1.6. Challenges for Social Partners to address labour and skills shortages

The findings of this chapter indicate that it is crucial for industry stakeholders to manage current labour and skills shortages, and to anticipate the development of this challenge with effective solutions that ensure sustainability of a sector, which fulfills an essential function to public security, the economy, and society overall. But according to stakeholders, important barriers exist, which have to be jointly addressed. The INTEL survey results show that the views of key industry stakeholders converge as to which challenges prevent them from developing solutions to skills challenges at national level (see Figure 10).

**The majority of both trade unions and employer organisations indicated that, by far, the key challenge was related to unfair competition and the dysfunctional private security market due to low-cost focused procurement.** In some countries, such practices go hand-in-hand with inadequate regulation of the sector, which should assure high quality standards in services and working conditions. Social Partners also note the lack of interest of public authorities in addressing skills shortages in the industry. Additionally, the lack of sector attractiveness, as well as the lack of skills intelligence, played a significant role in the identification of viable solutions.

**Figure 10**

### Most important challenges to be addressed for developing solutions on skills challenges at the national level



Source: INTEL Project survey, 2021. Responses from 18 trade unions and 23 employer organisations. The number of respondents stating this challenge is most important to them. Multiple choices were possible.

This consensus about the critical importance of low-cost focused procurement as a core challenge affecting the ability of the industry to respond to skills challenges is reflected in the broader literature assessing the industry trends too<sup>13</sup>.

<sup>13</sup> Ecorys, 2018, *Anticipating, Preparing and Managing Employment Change in the Private Security Industry*.



Indeed, the existing assessments highlight that, in the current situation, this is a systemic issue, as low-cost focused procurement and unfair competition are key barriers, which lead to low profit margins of companies and non-professional players providing low quality/cost services detrimental to attractive and qualitative working conditions<sup>14</sup>.

The focus on the cost of security services occurs at the same time as security clients increasingly demand high-skilled services with modern technologies.

In turn, this focus on low cost leads to the lack of industry attractiveness, which is also related to non-competitive salaries and a bit of "dated" sector employment image<sup>15</sup>. In that sense, the industry stakeholders are challenged by two opposing trends: demand for low-cost/basic services (security as a low-cost service) on the one hand and, on the other, very sophisticated demand for complex services, where the buyers of private security services see the security companies and workers as high-quality and highly qualified partners.



<sup>14</sup> CoESS, 2020, The New Normal 2.0: Private Security and COVID-19 in Europe: A Strategic Review and Foresight, White Paper. In April 2020, 50% of CoESS' members reported that both public and private buyers had in a number of cases adopted bad contracting practices, including unilaterally scaling-down or suspending services without bridging agreements, extending or suspending payment terms, or forcing contractors to lower rates that compromise quality and collective agreements.

<sup>15</sup> CoESS and UNI Europa (2020, January 30): Joint Statement on the Skills Agenda for Europe (<https://coess.org/newsroom.php?page=position-papers>)

## 2 Best practices and recommendations to Social Partners



## 2. Best practices and recommendations to Social Partners

The broader goal of the EU Sectoral Social Dialogue between CoESS and UNI Europa is to establish a virtuous circle of:

1. Procurement practices and sectoral regulation that recognise, and enforce, quality services, Collective Agreements, relevant industry Standards and the importance of private security as an essential service - allowing for a sustainable long-term development and just transition of the sector and its workforce in the face of diverse drivers of change.
2. High-quality working conditions that attract new, more diverse talent while retaining a workforce that is empowered to respond to a service demand that is undergoing a long-term, but structural change due to technological innovation and new missions for private security.

This chapter therefore assembles best practices and concrete recommendations to tackle the challenges identified in chapter 1. They were discussed by more than 300 participants from national Sectoral Social Partners, companies and public authorities during three online workshops that were organised between November 2021 and April 2022.

During the workshops, participants agreed that the private security services industry in Europe had just started to go through a deep transformation, due to diverse drivers of change, which are extensively described in the previous EU-funded study on "[Anticipating, Preparing and Managing Employment Change in the Private Security Industry](#)".

Participants however also agreed that this transformation will not happen overnight. Private security services remain a labour-intensive industry providing traditional on-site guarding and remote surveillance services. But client demand is changing, as reported by many experts and confirmed by the Social Partners. Large clients, in particular, demand for the integration of new technologies in existing services, operated by security workers with specific skills that go beyond basic qualifications. In some business segments, this changes the tasks and missions of security workers. Also with a view to the findings of chapter 1, the industry must hence retain and win personnel with basic, medium and high skills sets. And, in order to win attractiveness, Social Partners will have to enforce the call to action for more socially and ecologically sustainable procurement practices that reward adherence to Collective Agreements, quality, a skilled workforce and career development.

Private security always was, and increasingly will be, an essential service provided in support of law enforcement, as well as directly providing protection services to critical infrastructure and to locations accessible to the general public, such as transport, leisure activities and the events industry - a development which has been confirmed in the context of terrorist attacks in Europe and the COVID-19 pandemic in the past years. Labour shortages in private security services are hence a strategic challenge to public security, the economy, and society overall - a fact recognised by a wide range of stakeholders during the national workshops in Croatia, Germany and Sweden, which are summarised in this study.

This means that public procurers, overall, must start considering private security services as a business enabler and value creator instead of a mere cost or commodity. To reduce security and protection services to a cost-factor leads to a race-to-the-bottom creating even more significant security risks at the present moment. Also, this requires a change of mindset in society on the role that private security workers play for the functioning of the world we live in - giving rise to the opportunity for Social Partners to increasingly engage in public awareness campaigns. Private security workers are securing the public good. The present study was made during a significant part of the COVID-19 pandemic and it became evident that the role of the security personnel as key essential workers, as obvious as it is, can never again be ignored or minimized.

In addition, it is clear that labour and skills shortages are a general problem in Europe today. Private security services are competing with other sectors that also face labour shortages (yet do not require, for instance, licensing and months-long background checks). It is therefore key for the industry to be more attractive to a diverse workforce giving prospects of having a high-quality and meaningful job.

Sectoral Collective Bargaining and Social Dialogue is an important tool to raise attractiveness, for example by covering the following aspects in Collective Bargaining:



The positive impact of Social Dialogue on working conditions has been proven by numerous examples in this report, which show that collaboration between trade unions and employers can give rise to great initiatives:

- In countries like Spain, Portugal and France, Sectoral Social Partner Observatories exist that provide skills intelligence, fight unfair and irresponsible business practices, and/or ensure best value procurement and adherence to Collective Agreements.
- Social Partners in Sweden, Luxembourg, Belgium and Austria raise quality standards in training through their own training institutes, most of them governed by Collective Agreements.
- In Belgium, Germany, Greece and Spain, Sectoral Social Partners initiated activities that pro-actively support underrepresented and/or vulnerable worker groups - including women, disadvantaged young people, and unemployed.
- Many best practices from diverse countries report how Sectoral Social Partners work with public authorities to:
  - include strong quality criteria for basic training;
  - support vocational education and training frameworks;
  - enforce best value procurement;
  - guarantee an adequate sectoral regulation.

This chapter is not an exhaustive overview of all existing Social Partner initiatives, and their exchange will continue beyond this project in the European Sectoral Social Dialogue. Still, this study is a witness to all the excellent actions undertaken by Sectoral Social Partners across Europe.



## 2.1 Skills Intelligence

### Summary

In the EU-funded study "[The State of Labour and Skills Shortages In the European Private Security Services](#)", the national sectoral Social Partners in the private security services reported the lack of skills intelligence as one of the top five barriers to efficiently address labour and skills shortages. This chapter provides:

1. Skills intelligence from various stakeholders (employers, clients, technology providers, researchers and training institutes).
2. Best practices on how to develop sectoral skills intelligence at national level.

### Recommendations for Social Partner action at national / local level:

- ✓ Use industrial relations as a key instrument to develop skills intelligence in countries without Sectoral Social Dialogue.
- ✓ Evaluate the possibilities of establishing Sectoral Social Partner Observatories. The project shows that they have proven efficient in addressing some of the key barriers to address labour and skills shortages.
- ✓ Engage with government agencies and other relevant stakeholders such as training institutes and researchers to develop forward-looking sectoral skills intelligence - taking into account various factors such as skilling pathways, emerging jobs, local labour markets, change in demand and demographics.
- ✓ Set in place skills governance and analytics frameworks with relevant education and training stakeholders.
- ✓ Get inspired by the various publications of the European Centre for the Development of Vocational Training (Cedefop) on skills intelligence data and skills governance frameworks.
- ✓ Ongoing exchange with security companies, training institutes, researchers, technology providers, Social Partners and client stakeholders can be valuable in better understanding the development of services demand and specific skills requirements to anticipate and manage labour and skills shortages.



## 2.1.1. Best Practices of Tackling Labour Shortages in Croatia

**The situation in Croatia:** In Croatia, the situation of labour shortages is very much in line with findings of the [INTEL Study on Labour and Skills Shortages](#):

- As in other countries, the industry suffers from a severe labour shortage.
- Male-dominated workforce: 88% of security workers are male.
- Ageing workforce: The average age of workers is 44.

In contrast to most countries, though, no sectoral Collective Agreement exists for the security industry – a situation that the CoESS member in Croatia, the Croatian Security Association (CSA), wishes to change.

**Actions to tackle the challenge in the mid- and long-term:** Apart from an active exchange of industry stakeholders on how to tackle labour shortages and to increase the attractiveness of the sector, the CSA focuses on several initiatives:

- Promotion of diversity:
  - Croatian legislation allows for retired workers to work part-time while still receiving their pensions. Soldiers and police officers can even work full-time and receive half of their pension. The integration of elderly workers is therefore an option for security companies.
  - The association prepares a targeted campaign towards women, promoting possibilities to create working environments that respect women's special requirements in the sector, in relation to work-life balance and occupational health and safety.
  - CSA also actively participates in activities that promote the protection of minorities and people with disabilities.
- Enhancing the attractiveness of the industry:
  - Promoting the industry towards legislative bodies, clients, the academic community and the public/media as an essential service.
  - Campaigns to enhance the general public's understanding of private security services and to generate more respect towards its workers, e.g. Security Workers Day and "Silent Heroes" Campaign.
  - Promote private security towards young people as a life vocation (opportunities for professional development, training, and recognition in the society) through media campaigns, conferences and seminars.
- Better regulation and procurement:
  - Engage in establishing a Social Dialogue and Collective Bargaining.
  - Fight illegal business practices in Croatia that undermine qualitative working conditions in the sector.
  - Promote best value procurement and respective legal obligations for public tenders.
  - Get inspiration from other national security services employer associations at EU level, including through EU Sectoral Social Dialogue.

Contact: Lidija Stolica, President, Croatian Security Association – Professional Security Chamber

## 2.1.2. Annual Industry Review Reports published by the Sectoral Observatory in France

**Labour shortages in private security industry are largely structural:** according to the Groupement des Entreprises de Sécurité (GES), the CoESS French member, private security companies in France currently lack roughly 18.000 security officers, i.e. 10% of the current workforce. In addition, the COVID-19 crisis exacerbated the situation as many workers in affected business segments, such as aviation and event security, have left the industry.

**The Sectoral Observatory of Social Partners:** To have a regular assessment of the situation of labour and skills shortages, the French employers and unions maintain an Observatory of Prevention and Security (*Observatoire des Métiers de la Prévention et de la Sécurité*). The Observatory publishes annual industry overview reports, where the state of the industry is shown from an economic and employment perspective, highlighting the key trends. The annual reports are based on company surveys, which gather data on their economic, employment and future positions.

**Reasons for recruitment problems:** Already in 2019, two-thirds of security companies had difficulties recruiting staff at the local and/or national levels. The top three reasons identified by most industry companies with recruitment problems related to working conditions (reported by 64% of companies), remuneration not matching the expectations (36%), and the number of staff available with the right qualifications (24%). Five percent of the French security companies had recruitment problems due to a lack of applications and another 5% due to the lack of motivation of the candidates.

**Consequences:** As a result, security companies in France often have to reject contracts due to a lack of workforce. The Olympic Games 2024, which will be held in Paris, are therefore perceived as a major challenge to the industry.

*Contact: Cédric Paulin, Secretary General, Groupement des Entreprises de Sécurité, France*





### 2.1.3. Testimonies of client stakeholders, technology providers, and security company managers



#### Example for client needs in the protection of public spaces - Altarea, France

Altarea is a French Shopping Mall management company, but also active in real estate development, management of residencies for the elderly, and financial assets investment.

**Services required from private security companies:** as an example from a shopping mall operator, the following services are usually demanded of private security companies:

- Physical surveillance
- Remote surveillance
- Intervention
- Fire protection
- Security systems Installation
- VIP Protection
- Event security

Private security is seen as an added value for the company, which also means that Altarea has a constant requirement for the highest levels of quality in services offered by security providers, even if it is difficult to clearly calculate a return on investment.

**Quality criteria:** Altarea's expectations from private security companies include a good level of training and qualitative protective equipment provided to workers; the proficient use of IT tools by security workers; and proper public-private partnerships in case of an incident.

#### Recommendations to support businesses and workers in times of labour shortages:

- Career: possibility to increase workers' knowledge and scope of responsibilities, and giving them perspectives of career pathways to attract talents.
- Status: legal protection for interventions in case of damages, casualties, injuries.
- Increased training of workers to respond to new client demands: behaviour detection, use of new technologies such as AI and data analysis, sophisticated video surveillance systems and drones.
- Additional competencies for private security officers where it would make sense:
  - Enforcement powers in case of minor crimes;
  - Use of non-legal arms (e.g. pulse guns);
  - Use of individual cameras to secure the public and guards;
  - Sanctioning non-compliant security companies and better enforcement of sectoral regulation.
- Development of new job profiles, such as safety agents, cybersecurity personnel, electronic devices installers, etc.

Contact: Rudolphe Proust, Group Security Director, Altarea, France



### Example of client needs in aviation security - Dubrovnik Airport, Croatia

#### Services which are increasingly required from private security companies:

- Remote screening of passengers / Remote management
- Integrating screening of passengers and cabin baggage
- Risk-based security screening levels
- Integration of physical and cybersecurity

A trend in aviation security is the automation of services to speed up security screening and free up resources for customer service.

#### Skills that are increasingly demanded in aviation security services:

- knowledge of aviation security regulation,
- more complex technology skills, e.g. AI, installation, maintenance and diagnostics,
- people management, communication skills, multi-tasking and customer service.

Contact: Goran Pulig, Airport Security Manager, Dubrovnik Airport, Croatia



### Technology foresight and its human impact - Smith Detection

Security service clients, e.g. in aviation security, increasingly deploy technology that demands interaction with humans and human oversight, while basic tasks are increasingly done by machines themselves. It is therefore essential for security services to engage in a dialogue with technology providers and clients, e.g. airports, to make sure that future technologies meet the skills of security officers.

Contact: Liene Laimina, Board Member of the European Organisation for Security, Smith Detection



### New demands from an international client perspective - Securitas Germany

#### Drivers of change shaping client demand:

- Evolving regulation, at German and European level;
- New risks: urbanisation, complex infrastructures, new threats;
- Multicultural societies;
- New technologies.

It can therefore be expected that the security industry will take on more tasks and responsibilities in the future. The training and qualification of workers must be adjusted accordingly to meet new client requirements comprehensively.

### Two trends in client demand:

- **Trend #1:** focus on costs and basic services.
  - Cost pressure and demand for classic, simple services to be provided by personnel with basic training.
  - These services are very tender-driven with hardly any opportunities for the security service providers to get involved and give advice.
  
- **Trend #2:** focus on new kinds of services, quality, integration of technology and high-skilled workers.
  - Clients expect a high service-level and motivation of security staff.
  - These clients usually have an affinity for the use of modern technology and welcome additional training and qualification of workers.
  - Automation of services thereby lead to the demand for more service- and customer-oriented skills, but also IT skills for the operation of new technologies.
  - These tenders are usually less cost-driven and more quality focused, and the security service provider is asked to be pro-active with advice.

### Consequences of the demand for a new form of security services:

Particularly international clients are increasingly demanding for a new form of security services, which cannot be met with old procurement and service methods. Future services will therefore increasingly include the following:

- Mobile guarding (transitioning from on-site guarding);
- Remote guarding;
- Electronic security;
- Fire and safety;
- Corporate risk management.

Companies must fulfil the highest security standards, provide attractive working environments, offer completely new missions to workers and efficient security solutions to clients. This demands the use of the latest technology, data analytics, and digitalisation of business processes.

In return, this doesn't only result in better performance and employee motivation, but also in enhanced recognition and reputation of the industry.

This trend can therefore lead to a transformation of the security industry, if procurement methods change (against trend #1) and if companies are able to win new, skilled, labour. For this transformation to take place, both developments must go together.

*Contact: Carsten Drexler, National Key Account Manager, Securitas GmbH, Germany*



## 2.1.4. Digital Skills Intelligence for the Security Services: Recommendations of the NBS Northern Business School

**About the NBS Northern Business School (NBS):** The NBS – University of Applied Sciences was founded in 2007 by companies and trade associations within the metropolitan area of Hamburg, Germany. Since 2014 it offers students a university degree in Security Management either part-time, while continuing work in the company, or full-time. Furthermore, NBS is active in research focussing on the future of security services - for example within its cooperation with companies developing robotic solutions or data analytics concepts. The NBS works closely with the CoESS national association in Germany, the BDSW.

**Market demand for digital skills in the security services:** In cooperation with HRForecast, NBS conducted research in market demand for digital skills and development of security innovations. The findings highly depend on the competencies and tasks of private security defined by national legislation. But in general, they reflect that security companies in Europe still provide more traditional services than highly digitalised tasks.

### **Digitalisation of business processes is the basis for the provision of more digitalised security services:**

New business cases and innovative service offers evolve if strong digitalisation goes hand in hand with strong analogue processes and management practices. "Digitalisation is the introduction or increased use of information and communication technologies (ICT) by (working) individuals, organisations, economic sectors and societies with the characteristic consequences of acceleration, increasing abstractness, flexibilisation and individualisation of processes and results." (Traum, Müller, Hummert & Nerding, 2018)

**Impact of digitalisation on workers and business processes:** Findings of the research project KODIMA, which looked at digitalisation in tax consulting companies and consequences for workers and management, can be of interest for the security industry:

- Tasks become simpler, but more complex - which requires upskilling of employees.
- Simplification of tasks also comes with a risk of demotivation by a parallel standardisation of tasks.
- Digitalisation can also motivate employees by creating more diverse tasks and freedom to act. This freedom, however, needs to be organised and coordinated.

In the end, digitalisation brings more responsibility for company leadership in motivating and training employees, as well as coordinating and organising a digitalised working environment. Digitalisation requires a holistic view of the organisation.

**Integration of digital competencies into training in the security services:** The BDSW Working Group for Digital Competencies developed several recommendations with NBS:

- The provision of traditional interdisciplinary competencies in training is key - such as commitment, conflict resolution, reliability, rule awareness, team competencies.
- The consequences of digitalisation for training are manifold. It is not only important that workers know how to operate new technologies but have an understanding of the digitalisation of business operations and work organisation. Employees should be empowered by company management in this endeavour.
- Consequently, the provision of new professional skills for general and security tasks will be important. These can be split in four areas within a security company:
  - For specialised security tasks, workers must know how to implement safety and security concepts with new technologies.
  - For the provision of general tasks like in any other company, basic IT and communication skills are required.
  - To support internal, organisational processes, it is important to learn new ways of cooperating and coordinating new technologies.
  - The employee further needs to learn new approaches in self-organisation and self-learning with new technologies.

*Presented by: Prof André Röhl, Course Director Security Management, NBS Northern Business School, Germany*



### 2.1.5. EU-Support: The European Centre for the Development of Vocational Training (Cedefop)

**About Cedefop:** Cedefop supports the European Commission, Member States and social partners to develop the right vocational education and training (VET) policies. With that aim, Cedefop develops and disseminates skills intelligence, defined as the outcome of an expert-driven process of identifying, analysing, synthesising and presenting quantitative and/or qualitative skills and labour market information. These may be drawn from multiple sources and adjusted to the needs of different users.

**Cedefop Skills Intelligence:** The EU-agency provides stakeholders with valuable evidence-based skills intelligence, which can help social partners, among others, to understand current and future skill mismatches, as well as emerging skill trends. Cedefop offers its stakeholders with skills intelligence at EU, Member State, sectoral and occupational level primarily through its [webportal](#).

A valuable source of evidence-based data is the Cedefop [Skills Forecast](#), which provides comprehensive information on future labour market trends at EU, Member State, sectoral and occupational group level. The forecast acts as an early warning mechanism to help alleviating potential labour market imbalances and support different labour market actors in making informed decisions.

To better understand employer's skill needs, Cedefop and Eurostat, in the context of the [Web Intelligence Hub](#), jointly power [Skills-OVATE](#). This online tool offers detailed information on employers' skills and jobs demand based on online job advertisements (OJAs) in 28 European countries.

Cedefop's [European skills and jobs survey \(ESJS\)](#) can be a valuable source for all relevant actors, including social partners. The survey is Cedefop's periodic EU-wide survey aimed at collecting information on the skills requirements, skills mismatches and initial and continuing learning of adult workers in EU labour markets<sup>16</sup>.

**Comprehensive skills governance built on skills intelligence:** Forward-looking skills intelligence - taking into account various factors such as sectoral trends, the twin (green and digital) transition, demographic changes, and local labour market needs and characteristics can inform decisions on up- and re-skilling in the short and medium/long-term.

According to Cedefop, it's not only important to collect high quality skills intelligence, but also to use it for designing and implementing policies. Government agencies and all other relevant stakeholders, including social partners, need to collaborate under a comprehensive skills governance framework<sup>17</sup>. Such a framework implies the collection and analysis of skills intelligence, but also allows for its use in policy decisions. It is through skills governance that skills intelligence can have an impact and stakeholders develop informed policy responses and plans.

*Presented by: Stelina Chatzichristou, Department of VET and Skills, CEDEFOP*



<sup>16</sup> First findings of the 2nd wave of Cedefop's [ESJS are available at Cedefop \(2022\). Challenging digital myths: first findings from Cedefop's second European skills and jobs survey](#). Luxembourg: Publications Office. Policy brief. <http://data.europa.eu/doi/10.2801/818285>

<sup>17</sup> Cedefop has developed a skills governance analytical framework, available at [http://www.cedefop.europa.eu/files/20171016-cedefop\\_skills\\_governance\\_framework.pdf](http://www.cedefop.europa.eu/files/20171016-cedefop_skills_governance_framework.pdf)

## 2.2. Better Regulation and Procurement

### Summary

In the EU-funded study “The State of Labour and Skills Shortages in the European Private Security Services”, low-cost procurement practices were reported by national Sectoral Social Partners as the most important barrier to develop solutions to labour and skills shortages. Depending on the country, inadequate sectoral regulation and lack of interest of public authorities added another layer of challenges to make sure that shortages don't present a challenge to the sustainability of the industry. This chapter therefore provides:

1. Best practices on collaborating with public authorities on better regulation.
2. Best practices for the promotion and enforcement of best value procurement.

### Recommendations for Social Partner action at national / local level:

- ✓ Promote a working relationship of Social Partners with national authorities as the basis for a public-private partnership in which private security isn't any kind of service, but a complementary force to law enforcement. This includes:
  - Ongoing engagement with the national regulatory authorities for security services to ensure that regulation is adapted to sectoral realities; supports sustainability of the industry; and guarantees a just transition of the industry for both workers and companies.
  - Regular exchange with competent authorities on qualitative initial and continuous training, up-to-date job profiles and career pathways, fighting undeclared work, and enforcing sectoral law.
  - Enshrine the principle of best value procurement for security services in national sectoral regulation, following the [European Public Procurement Directives](#) and [calls for action by European Parliament](#).
- ✓ Leverage guidance material published by the European Commission and European Sectoral Social Partners on best value procurement to support national activities - for example use the [EU-funded best value guide for security services](#).
- ✓ Sectoral Social Partner Observatories have proven efficient for such activities.



### 2.2.1. Better Regulation: Good Practice from Portugal

**Regular updates to keep regulation adapted to sectoral realities:** The Portuguese sectoral regulation for the private security services was updated twice recently, in 2019 and 2020, as the regulatory framework of 2013 was no longer in line with the new sectoral realities. Likewise, the existing training requirements for security officers, established in 2014, are being updated and approved by the Portuguese Ministry of Interior (status in November 2021).

**Content of the law:** all business activities of private security services are clearly defined and regulated. Training requirements are clearly defined for different levels in the security profession, namely Security Directors, Security Coordinators, and Security Personnel. Tasks of the personnel are also clearly defined, such as for cash security guards, sports venue security assistant, port and airport security assistants, alarm centre operator, and others - all with different kinds of training requirements.

**Collaboration with Social Partners:** the Social Partners work closely with each other also through an Observatory for the private security sector and with the Ministry of Internal Affairs for the adequate update of the regulatory framework - also to fight undeclared work, establish high training standards, promote long-term working contracts and foster best value procurement. The objectives of this collaboration for regulatory matters, which is built on a close contact between all actors, are trust-building, objectivity of legislation, and loyalty. It is a basis for public-private partnerships, in which private security isn't just any kind of service, but a complement to law enforcement.

*Contact: Superintendent Pedro Manuel Neto Gouveia, Director of the Private Security Department, National Police, Ministry of Internal Affairs, Portugal*







## 2.2.2. Better Regulation, Procurement and Social Partner Observatory: Good Practice from Spain

**Better Regulation:** Spanish sectoral legislation has been regularly updated to reflect realities in the private security services. It clearly defines the different tasks and missions of security companies and officers, outlines criteria for the licensing of companies and security officers, sets out principles for public-private partnerships, and includes provisions on the training, updating and specialisation of private security staff. Similarly to the Portuguese legislation, it differentiates between Security Guards, Security Chiefs and Security Directors.

**Public Procurement:** the Sectoral Social Partners have successfully reflected the EU Public Procurement Directives in the sectoral regulation in Spain. The provisions are based on the principles of compliance with Sectoral Collective Agreements, fighting unfair competition, and guaranteeing that the quality of services prevails over price in procurement practices. Article 145.4 of the Spanish Act therefore states that quality criteria must prevail over costs in public procurement tenders for security services by at least 51%.

**The Social Partner Observatory:** Sectoral Social Partners in Spain have established a Social Partner Observatory (*Observatorio Sectorial de la Seguridad Privada*), which aims to continuously work towards a favourable legal framework and to promote quality in services. As part of its activities, the Observatory is screening public contracts for compliance with sectoral law, including procurement provisions, and also follows up on the compliance of contractors with these provisions. The Observatory checks more than 1000 tenders per year. Since around 20% do not strictly comply with the legal provisions, the Observatory get back to the respective authorities, in accordance to the Joint Commitment referred in Article 11 of the Collective Agreement. Roughly 75% of these tenders are then revised after considering the information provided by the Social Partners.

*Contact: Eduardo Cobas, Vice-President & Chair of Social Dialogue Committee, CoESS*





### 2.2.3. EU-Support: European Commission promotion of Best Value Procurement

**EU activities to support best value procurement:** The goal of the European Commission is to promote sustainable public procurement practices that go beyond the cost of a service, as per the [European Public Procurement Directives](#) (2014) and the [European Public Procurement Strategy](#). The objectives are to foster fair competition among operators, enable public buyers to make the most efficient use of public funds, and to support them in reaching European societal policy goals.

**About Socially Responsible Procurement:** Socially Responsible Public Procurement promotes social and professional integration, compliance with labour law, due diligence and equality. In private security, this also translates in compliance with Collective Agreements and recognising qualitative working conditions and training of workers. It stimulates a responsible and sustainable market.

**European Commission guidance and support:** To support these objectives, the European Commission has published several guidance documents for Member State authorities, including:

- A [Guide on Socially Responsible Procurement](#)
- An [Innovation Procurement Guide](#)

With the help of EU-funding, CoESS and UNI Europa published a [guidance document](#) for public procurers of private security services, explaining quality criteria for procurers to follow when drafting tenders and awarding contracts to security companies. The guide is referenced in the aforementioned publications of the European Commission. Similar guides were also developed at national level, for example in [the Netherlands](#) and [Spain](#).

UNI Europa also an EU-level [campaign on public procurement](#), raising support from more than 100 Members of European Parliament.

*Contact: Anna Lupi, Legal and Policy Officer, Public Procurement Unit, DG GROW, European Commission*



## 2.3. Initial Training, Re- /Upskilling and Workplace Practices

### Summary

The INTEL study on labour shortages found out that vocational training (VET) frameworks are not adequately developed in some countries. Also, a significant proportion of employer and trade union respondents indicated that the existing formal qualifications did not always adequately reflect future job profiles. This chapter therefore provides:

1. Company practices in enhancing attractiveness of apprenticeships and promoting new career pathways, including re- and upskilling.
2. Best practices in VET organisation and creation / reorganisation of job profiles.
3. Recommendations on supportive management practices.
4. Available EU initiatives and funding to promote VET, re- and upskilling.

### Recommendations for Social Partner action at national / local level:

- ✓ Sectoral Social Dialogue has been proven by EU research and best practice examples as a key tool to improve training frameworks and uptake by employees.
- ✓ Depending on national regulation and practices: set-up and maintain qualitative training frameworks, career pathways and job profiles that respond to sectoral realities among Social Partners and/or with government authorities.
- ✓ Work with authorities on strong qualitative legal requirements for basic training.
- ✓ Exchange and drive best practices of companies to promote qualitative apprenticeships and attractiveness of the industry.
- ✓ Engage with relevant public authorities, including employment services, and leverage government initiatives on apprenticeships and re-/upskilling.
- ✓ Promote Social Partner and company approaches and initiatives that foster re-/ upskilling and new career pathways, including support for at-risk groups.
- ✓ Leverage EU initiatives on re-/upskilling, such as the EU Pact for Skills, the European Alliance for Apprenticeships, and the European Social Fund +.



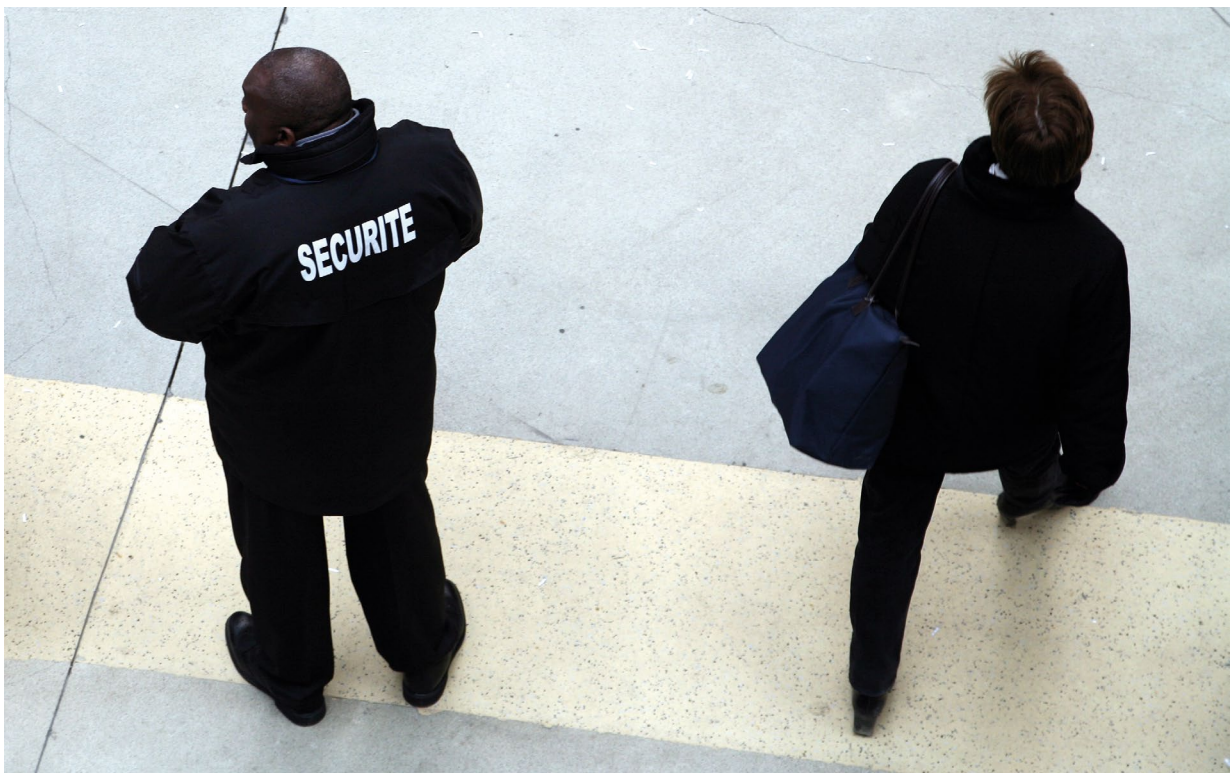
### 2.3.1. EU Support: The European Skills Agenda

**The European Skills Agenda:** The European Skills Agenda aims to tackle skills gaps between the available workforce and market demand. It includes different initiatives.

**EU Pact for Skills:** A key aspect of the European Skills Agenda is the Pact for Skills. It can for instance be joined by individual companies and/or Social Partners, making concrete commitments and pledges for re- and upskilling. In exchange, these stakeholders receive support from the European Union regarding the promotion of the pledge, organisation of meetings, collaboration with national and regional authorities, as well as guidance to identify relevant EU-funding to implement the pledge. For organisations wanting to join the pledge, the following key principles must be adhered to:

- promoting a culture of lifelong learning for all;
- working against discrimination, for gender equality and equal opportunities;
- building strong skills partnerships with relevant stakeholders;
- monitoring skills supply/demand and anticipating skills needs.

**European Alliance for Apprenticeships:** Another initiative that Social Partners and/or companies, among other stakeholders, can support is the European Alliance for Apprenticeships, which aims to strengthen the quality, supply and overall image of apprenticeships in Europe. These aims are promoted through national commitments and voluntary pledges from stakeholders. The Alliance is a platform for Alliance members to share experiences and learn from best practices. It allows members to find partners and develop new ideas and activities. It facilitates networking, cooperation and sharing of good practices. Existing stakeholder pledges of Alliance members from all over Europe can be found [here](#).





## 2.3.2. Workplace practices unlocking employee potential: Recommendations made by Eurofound

**About Eurofound:** Eurofound is a tripartite EU Agency, whose role is to provide knowledge to assist in the development of better social, employment and work-related policies. Eurofound provides information, advice and expertise on working conditions and sustainable work, industrial relations and labour market change to support the EU institutions and bodies, Member States and Social Partners in their work.

**European Company Survey:** In 2019, Eurofound and the European Centre for the Development of Vocation Training (CEDEFOP) conducted a [European Company Survey](#) on "Workplace Practices unlocking Employee Potential", interviewing around 22,000 HR managers and 3,000 employee representatives across sectors in Europe. It looks at approaches in HR management, skills strategies within companies and forms of involvement of employees.

### Relevant findings of the survey related to Social Dialogue:

- Businesses can boost performance while improving job quality by bundling practices that increase employee autonomy, and promote training and learning.
- Businesses that are members of an employer association and have an employee representation are more likely to have such people-centred workplace practices in place.
- Businesses with strong workplace social dialogue score better on performance and wellbeing.
- Workplaces with involving, trusting and influential Social Dialogue are also more likely to have regular, direct employee participation that makes a difference on the ground.
- Social Partners should be involved to support workplace change.

### Relevant findings of the survey related to training:

- Training is an important way to achieve positive workplace outcomes.
- Reskilling and upskilling are important, but only pay off when it is ensured that skills are used.

### Other relevant recommendations and findings of the survey:

- The most successful firms not only have facilitating practices in place, they also have a supportive management.
- Policies that aim to support innovation and competitiveness in a globalised and digitalised economy should include a focus on people-centred management.
- Government investments in companies and sectors could include guidelines or even requirements regarding job design, skills use and development and employee voice.
- Business schools and HR management associations could be enlisted to improve managers' skills and knowledge base.

*Presented by: Gijs van Houten, Research Manager, Employment Unit, EUROFOUND*



### 2.3.3. Vocational Education and Training, Reorganisation and Creation of Job Profiles by Social Partners in Germany

**Vocational Education and Training (VET) in Germany:** The initial training is very practice-based and therefore a very attractive recruitment tool, both for companies and young workers. The so-called dual system is the central element of the German VET system - which means that training of apprentices takes place in the company (on the job) and in a public training institute. Trainees are thereby employees and students at the same time. They conclude a training contract with a company, which pays for the VET on the basis of a Collective Agreement and in which they train in more than the 320 available job profiles and occupations, including two in the security industry. The VET schools are publicly financed.

**Initial VET and Continuous VET in the security industry:** The legal requirement to work as a security officer is a basic training of 40 hours. The VET is therefore key in delivering high quality training in the security industry. The duration of these initial VET for the two regulated professions in the security industry is two years (service worker for protection and security) or three years (certified protection and security worker) and concluded by a final exam. VET is regulated by law in form of a training regulation (for the on-the-job training) and curriculum framework (for education in public training institutes). There is also the possibility for side-entrants, who have already an apprenticeship in another profession, to do a non-regulated 200-240 hours training at industry chambers in order to be a certified security professional. Based on this Initial VET, workers can be upskilled to Security Specialist, Master, or study a Bachelor/Master of Arts in Security at a university. There also exist specialist trainings, such as for aviation security, weapons qualification, fire safety, first aid, and others. A key challenge is, however, to "sell" the upskilled and, hence, more expensive, workers to clients instead of those who have only received 40 hours of training - a challenge confirmed by other CoESS national associations.

#### Four steps for the creation or reclassification of job profiles by Social Partners:

1. The employers' organisations and trade unions can take the initiative of a reclassification or creation of a job profile, defining what skilled workers are required; what would be their mission; what hierarchical levels would exist; and what would be the tasks at each level.
2. Different benchmarks are then set jointly by the Social Partners, such as:
  - Job title
  - Duration of training
  - Structure and organisation of the job profile
  - Form of examination
  - Time structure
  - Catalogue of skills, knowledge and capabilities (taxonomies)
3. The Federal Institute for Vocational Training (Bundesinstitut für Berufsbildung - BIBB) then coordinates the drafting process of the job profile and provides advice. Social Partners appoint federal experts. In parallel, experts from the federal regions draw up a curriculum framework. Job profiles are adopted by all experts in consensus.
4. Enactment of the training regulation.

Contact: *Martin Hildebrandt, Managing Director, BDSW, Germany*



### 2.3.4. Best Practices in providing employees with targeted career pathways at G4S Training Services in Belgium

**Objective of training services:** The essential nature of security services will remain focused on human interaction and people will remain the core of services provided, so it is key to retain a skilled and motivated workforce that can respond to a changing client demand. To retain workers and provide them with new career pathways, G4S Belgium has a dedicated Training Services Unit which aims to (1) attract new labour to the company; (2) upskill existing staff according to the evolving market demand; (3) organise more vertical career pathways.

**Professional skills requirements:** in Belgium, G4S provides an extended solution portfolio that requires workers with specialised professional skills:

- Security and hospitality solutions (static and mobile guarding; event security)
- Care and justice solutions (prisoner escorting; refugee centre services)
- Aviation and logistics solutions (access control; passenger, luggage and cargo screening; K9 services)
- Technology solutions (24/7 monitoring; access control; integrated security services)
- Safety solutions (fire safety; gas detection)
- Training and consultancy solutions (compliance; conflict management; first aid)

Furthermore, language skills are key in Belgium due to the presence of EU Institutions and many multinational corporations, as well as the three official languages being spoken in Belgium.

Training requirements for professional skills are regulated by law, but companies can organise these trainings in their facilities.

**Career pathways for jobseekers:** G4S has cooperation agreements with several public employment services, mostly at regional level in Flanders and Brussels, and there is a dedicated budget to focus on attracting job seekers.

**Specific attention to at-risk groups:** G4S Belgium supports the Belgian Social Partner Security Fund for Private Security (see page 50), which provides annual upskilling programmes for at-risk groups to support their general qualifications. This includes, for instance, languages courses, driving classes, and conflict management.

**Providing vertical career pathways:** G4S Belgium provides dedicated training to security officers to take on executive positions. Executive staff training of up to 116 hours is regulated by Belgian legislation and financed by the employer. G4S Belgium provides an additional 45-hour training, including skills that go beyond what is required by law and include more detailed management and financial skills.

*Contact: Philippe Docx, Director Security & Hospitality Solutions, G4S, Belgium*



### 2.3.5. Enhancing the attractiveness of apprenticeships in Private Security Services: the KÖTTER Group in Germany

**Promotion of VET positions:** Within the KÖTTER Group, in 2021, 90% of trainees concluded their initial VET successfully and 80% were hired with a permanent employment contract. The KÖTTER Group tries to engage with young people entering the job market in various ways:

- Traditional tools such as job portals and agencies
- Job fairs
- School visits and information events
- Cooperation with schools and close exchange with teacher
- Students "Speed Dating"
- Special company events and campaigns

#### Examples of company activities and campaigns to win apprentices:

##### "JOBLINGE"

- JOBLINGE exists throughout Germany and is managed by an umbrella organisation as well as 9 non-profit limited companies.
- At JOBLINGE, business, government and private individuals join forces to support disadvantaged young people.
- The goal: real job opportunities and sustainable integration into the labour market and society.
- The initiative achieves far above-average success for the participants through custom-fit qualification, voluntary mentoring, and support during the training.
- Around 75% of participating young people are integrated in the labour market.
- Since 2016, JOBLINGE has been targeting young refugees with work permits with the "Kompassprogramm", which also provides vocational language qualification and training support.
- The KÖTTER Group has a longstanding cooperation with the JOBLINGE initiative: every year, young people from the initiative are recruited by KÖTTER in the various apprenticeship occupations.

##### Dialogue with Youth (Dialog mit der Jugend)

- The "Dialog mit der Jugend" event is organised by a regional initiative in North Rhine-Westphalia called "InitiativkreisRuhr".
- The initiative chooses three different schools in which students aged 15-18 have the opportunity to get to know companies on site.
- The KÖTTER Group participates in these school visits and invites students to the company headquarters. This includes the presentation of various company departments, a panel discussion with the company CEO, and a networking snack.

##### Other campaigns of the company:

- Girls' day: a nationwide action day for stereotype-free career orientation for girls.
- Apprentice Day (Azubi Tag): excursions with trainees.
- Professional individual promotion of talented trainees: financing part-time studies / scholarships; several cooperation actions with universities; financing of internships abroad.
- Diversity Charter (Charta der Vielfalt): the Diversity Charter, which companies can support, advances the recognition, appreciation and inclusion of diversity in the workplace.

Contact: Volker Hofmann, HR Director, KÖTTER Security Services, Germany



## 2.4. Social Partner Training Institutes

### Summary

Training frameworks in the security services are very diverse. In some countries, they are largely governed by Collective Bargaining. In other countries, they are mostly based on regulation. And in many countries, a mixed approach exists.

As mentioned though in the previous chapters, sectoral regulation and training frameworks are perceived in some countries as inadequate. In some EU Member States, regulation on training for security workers that goes beyond initial licensing does not even exist. Such absence can be directly related to a lack of attractiveness of the industry, which is also been identified as an important barrier by the INTEL study on labour shortages.

This chapter therefore provides best practice examples whereby Sectoral Social Partners have established their own training centres and funds to raise quality standards in training. In most countries, this was done in the absence of adequate regulation by national authorities.

### **Recommendation for Social Partner action at national / local level:**

Sectoral Training Centres for initial training and re- and upskilling have proven to be effective tools for Social Partners in raising quality standards in the industry and providing employees (incl. at-risk groups) with career pathways and options for specialisation. Models for such training centres and funds are very diverse, as outlined in the examples from Sweden, Belgium, Luxembourg and Austria.



### 2.4.1. The Private Security Social Fund in Belgium

**About the Private Security Social Fund:** the Belgian Sectoral Social Partners in the Private Security Services set in place a Sectoral Security Social Fund (*Fonds de Sécurité d'Existence de Gardiennage / Fonds voor Bestaanszekerheid van de Bewaking*). It monitors the compliance with Collective Agreements. Furthermore, it is entrusted with the following tasks for the benefit of workers and employers:

- Financing and organisation of training either for all workers or for workers belonging to at-risk groups.
- Financial aid, such as supplements to the income of workers facing a reduction in salary, end-of-year bonuses, union bonuses, early retirement aids.
- Sectoral legal protection policy for workers subject to third-party violence.
- Support in the fight against social fraud and unfair competition.
- Various other missions of assistance, studies and information to the sector.

The Fund gives the Sectoral Social Partners a large degree of autonomy to achieve the objectives they have set themselves in Collective Bargaining, while taking account of the contributing capacity of employers. It plays a key role in ensuring that the rights of all workers are respected. For employer organisations, the financing of this Social Fund is often a guarantee of social peace. In the end, this kind of Social Partner collaboration is more responsive to needs of the sector than to politics and social security at national level.

**In terms of training, the Fund supplements the legal training:**

- Individual training: most often basic training, such as on language skills and computer skills. 50% of the costs are borne by the worker, pro-rated according to participation and capped at 200EUR.
- Integrative training: this framework is still tested, and it addresses disadvantaged, unemployed people with the aim of integrating them in the sector. Before the mandatory training, the Fund provides language courses in a language different than the mother tongue, but also on social skills and legal training.

**Special training frameworks exist for at-risk groups, defined as follows:**

- Workers aged 50 or more who are working in the sector.
- Workers aged 40 or more who are working in the sector and who are threatened with dismissal.
- People who have been working for less than a year and who were unemployed at the time of their entry into service.
- People under 26 years of age.
- Workers regularly made economically unemployed during the past year.

The Fund's annual budget is +/- 400.000 € for training of workers belonging to risk groups, incl. financial compensation for the worker and employer. These training courses can be of different kinds, for example, training for retail workers to anticipate and manage aggressive customers, but focus mostly on basic soft (e.g. language) and digital skills.

*Contact: Serge Symens, Secretary General, FSEG-FBZB / Private Security Social Fund, Belgium*



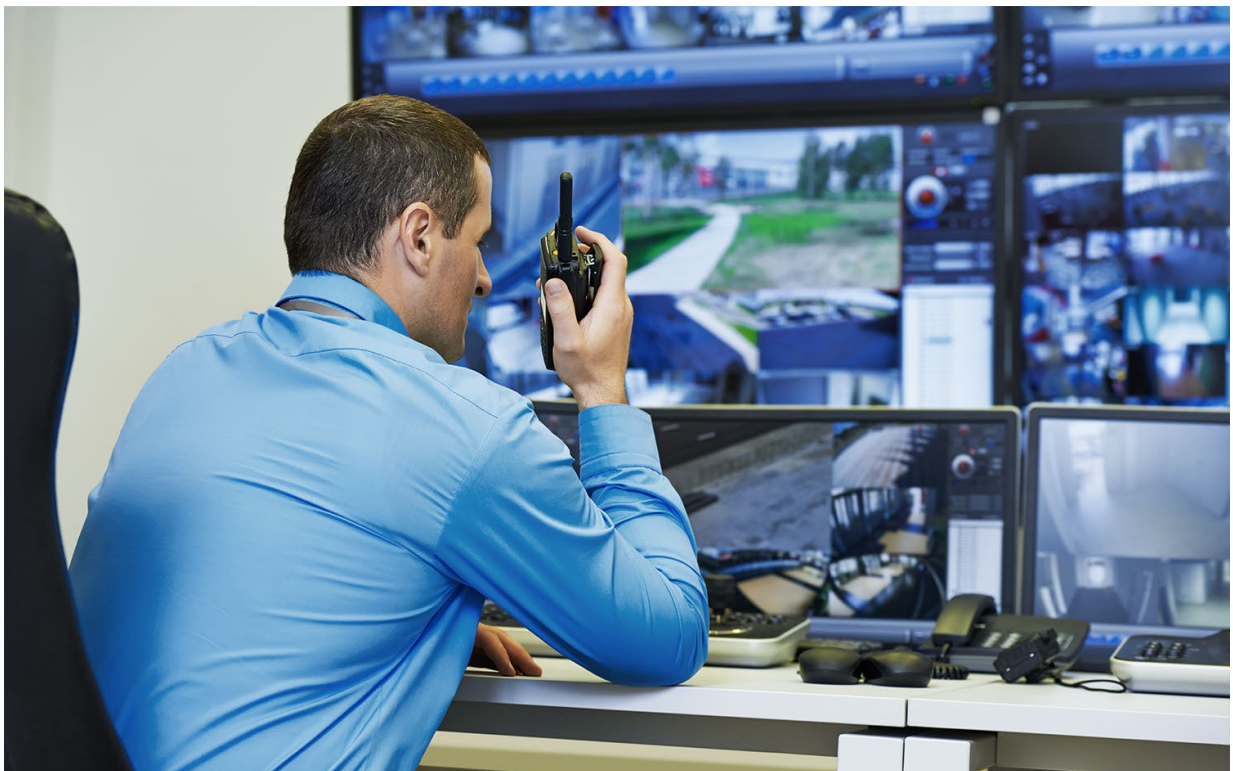
## 2.4.2. The Occupational and Work Environment Committee (BYA) for Private Security Services in Sweden

**About the BYA:** the Swedish Occupational and Work Environment Committee ([Bevakningsbranschens Yrkes- och Arbetsmiljönämnd - BYA](#)) is a non-profit organisation which is since 15 years jointly operated by the Swedish Security Industry Association "Säkerhetsföretagen" and the Swedish Transport Workers' Union. It has an Executive Board and working committees with representation from the entire industry. It is regulated and financed by the sectoral Collective Agreement, and plays an important role in collaborating with law enforcement and competent authorities.

**Mission of the BYA:** The mission of BYA is to raise standards in the industry by improving security officers' qualifications and competencies, but also to promote qualitative working conditions and long-term improvement of the image of the security officers' work through information and debate.

**Training provided at the BYA:** BYA provides basic, repetitive, special and additional training for security workers. It further works on improving the working environment, including the production of guidelines and dedicated personnel. The organisation is financed by a fee, based on a percentage of the annual payroll of each security company, regulated in the Collective Agreement. It usually trains around 10,000 students per year, including 1,500 students for initial, basic training.

*Contact: Richard Orgård, Managing Director, Almega Säkerhetsföretagen, Sweden*



### 2.4.3. The Social Partner Security Industry Training Centre (SITC) in Luxembourg

**Private security training in Luxembourg:** Before 2019, security officers in Luxembourg had to be trained either in training centres in neighbouring countries or through corporate training programmes, due to the absence of official and sectoral coordination on training. The sectoral Social Partners aimed to change this situation with the establishment of the Security Industry Training Centre (SITC) in 2019 through a Collective Agreement.

**Creation of the Training Centre:** The centre was created to design, group and organise a series of training courses for security officers in Luxembourg in order to develop a quality training framework. It is co-financed by employers through a contribution of 1% of the payroll for each licensed security company in Luxembourg. These will finance:

- the setting up of the training fund,
- the provision of the training centre infrastructure, and
- the fulfilment of the obligation to provide training on the part of the security and surveillance companies.

An important partner of the SITC is the national Competence Centre Digitaal Handwerk which is specialised in the continuous training of workers, and which manages the registration and planning of the training courses together with the companies concerned.

**Training provided at the SITC:** The Centre's courses can last from 4 hours to 15 days. For security officers with less than 12 months' seniority in the company, the volume of training is 16 hours, plus 8 hours of introductory training provided by the company. For officers with more than 12 months' seniority, the total number of hours to be provided is calculated by multiplying the number of employees concerned by 12 hours. The result obtained is managed as a "pool" of hours distributed to companies according to specific training courses. Whilst in 2020, the centre offered 2400 hours (due to the pandemic), this grew to 30,000 hours in 2021 and is expected to reach 50,000 hours in 2022.

*Contacts: Julie Roden & Inês Quaios Monteiro, OGBL, Luxembourg*

## 2.4.4. The Austrian Security Industry Training Academy

**Setting basic training standards and company certification:** Due to the lack of legal regulations and training requirements in the security industry, the CoESS Austrian member and Austrian security industry association, the Verband der Sicherheitsunternehmen Österreichs (VSÖ), introduced in 2001 basic training standards to which all companies in the VSÖ committed themselves. Compliance with the corresponding training is regularly audited and companies are certified by the Austrian certification office for security, the Österreichische Zertifizierungsstelle Sicherheit (ÖZS). This ÖZS certification is recognised in the market and many customers use security providers who are certified and can hence provide demonstrably trained personnel.

**The VSÖ Training Academy:** To foster qualitative training in the industry, VSÖ created a Training academy ([Bildungszentrum Sicherheit](#)). Certification of workers takes place in cooperation with the ÖZS. Until today, it has trained over 73,000 (by October 2022) participants, through 40 different trainings, workshops, courses and seminars. Specialised trainings include:

- Professional skills: basic training (see above); security and safety engineering; compliance with law; tasks and practices; cybersecurity; alarm response services; emergency management; event security; security management; event security management.
- Interdisciplinary competencies: conflict management; communication skills; de-escalation; German and English language courses; occupational health and safety.

**Special projects:** De-escalation trainings play a particularly important role and respective projects are led by the Training Academy together with other stakeholders, such as public transport operators. In the AQUUS II project, the training academy and the Security Management University in Vienna are developing curricula and job profiles for security officers protecting Critical Infrastructure and mass events, specialised trainings and a 3-year VET program.

*Presented by: Michaela Eisold-Pernthaller, CSO, VSÖ Bildungszentrum Sicherheit, Austria*



## 2.5 Promoting Inclusion and Diversity

### Summary

The INTEL study on labour shortages confirmed that the lack of attractiveness of the security services is a major barrier to find solutions to the ongoing labour and skills shortages. Furthermore, data confirms that the security services industry is a male-dominated, not very diverse sector. This can however be acted upon, as many different best practices from Social Partners and companies show in this chapter.

#### Recommendations for Social Partner action at national / local level:

- ✓ Include measures to enhance inclusion in Collective Bargaining.
- ✓ Engage with national / local competent authorities to promote inclusion in the security services - for example:
  - with public employment services (PES) to discuss how PES and Social Partners can jointly promote the inclusion of women in private security services. Good practices are identified in the EU study of the PES Network<sup>18</sup> on "[PES Approaches to the Promotion of Gender Equality](#)".
  - with competent authorities to address barriers to hire other EU citizens and migrants (facilitation of cross-border background checks).
  - with competent authorities to address, in countries where they exist, barriers for hiring people with disabilities.
  - with Employment Ministries for the re-integration of unemployed people.
  - with relevant competent authorities and training institutes to develop concepts for the integration of vulnerable worker groups, such as people with disabilities, disadvantaged young people, and the elderly.
- ✓ Collect and promote best practice examples of companies that:
  - have set in place staff networks, campaigns and workplace arrangements that support specific worker groups such as women, LGBTQIA+, the elderly and people with disabilities.
  - have concrete, effective and zero-tolerance gender equality and anti-discrimination policies in place.
  - drive the employment of people with disabilities.
  - train managers on diversity and inclusion and fight unconscious bias among staff.
- ✓ Promote anti-discrimination and -harassment policies, as well as inclusion activities, as a quality criterion to be taken into account in procurement practices.
- ✓ Set in place among Sectoral Social Partners initiatives that support training of vulnerable worker groups, such as disadvantaged young people or the elderly.

<sup>18</sup> The European Network of Public Employment Services (PES Network) aims to enhance the co-operation between PES in Europe and implements convergence and cooperation among EU Member States in the field of employment policies. It was established in 2014 (Decision 573/2014/EU) and involves all PES of all EU Member States, Iceland, Lichtenstein, and Norway. In 2020 the PES Network was renewed until 2027 (Decision 1782/2020/EU). The promotion of gender equality on the labour market and an intersectional approach to anti-discrimination are explicit objectives of the Networks activities.

- ✓ Get public funding to conduct further research on needs of specific worker groups in the industry, e.g. women and LGBTQIA+ workers.
- ✓ Educate workers on anti-discrimination, develop effective and zero-tolerance anti-harassment and anti-violence policies at work, establish reflective language in Collective Bargaining, and promote the ratification of relevant ILO Conventions.
- ✓ Get inspired by existing Collective Agreements on inclusion and diversity in the industry and in other sectors.
- ✓ Provide more visibility to diversity campaigns and activities in the security industry and develop Social Partner campaigns that enhance the public perception and attractiveness of the sector.



### 2.5.1. Promotion of gender equality and inclusion by Public Employment Services (PES)

**Role of Public Employment Services (PES) for gender equality:** PES can play an important role in promoting inclusion and gender equality, because they work with both jobseekers and employers. For example, they can promote working conditions that reflect the needs of disadvantaged people and direct job-seekers to specific occupations, manage positions and sectors, particularly those industries seeking to integrate more women into their workforce.

**Perception of Gender Equality among PES:** A survey among PES in the 27 EU Member States conducted in Summer 2020 found out that more than 75% of PES in Europe say that gender equality is an important, very important or pivotal priority for them. PES promote the inclusion of women in the workforce by various means – e.g. through gender mainstreaming, focussing on women employability and career pathways (incl. in non-traditional sectors and occupations such as private security services), and promoting standard working contracts. PES can use “employer engagement” and “provision of guidance” to combat gender stereotyping.

**Existing good practices of PES in Europe include the following:**

- Belgium: Future Search targets inactive women with a migrant background. It is a regional measure in Flanders implemented by VDAB (Flanders PES). The specific objective is to detect the barriers and to create innovative measures/policies to tackle them, including liaising with potential employers. VDAB adopts the role of connector, between the stakeholders involved in this activity.
- Croatia: A similar role for PES is envisaged in a Croatian national project from 2016 addressing the mismatch between supply and demand in the labour market, and the growing number of women with a lower level of education in rural areas and from vulnerable groups.
- Portugal: PES Portugal leads a programme for the promotion of gender equality in the labour market. This national measure also encourages the hiring of unemployed people from the underrepresented gender in a profession; and encourages young unemployed people to choose a profession or job, according to their vocation and without constraints motivated by gender stereotypes.

*Contacts: Silvia Sansonetti & Eamonn Davern, Fondazione Giacomo Brodolini*



## 2.5.2. LGBTQIA+: Diversity and Inclusion Staff Networks at Securitas UK

**Diversity and Inclusion Initiatives at Securitas UK:** the company has put in place several staff networks and internal initiatives to promote workforce diversity and improve working conditions for different worker groups such as LGBTQIA+. The principles of the company's Equality, Diversity and Inclusion policy focus on inclusive career pathways and leadership, measuring success, and putting in place tools to support diversity and inclusion policies. To start putting in place the policy, Securitas UK first surveyed employees on their needs and requirements. Based on the results, the company set up employee networks, engaged with diversity champions, made diversity and inclusion training mandatory at all levels (e.g. on anti-discrimination and unconscious bias training for management), and regularly organises events to educate and engage the workforce.

**Support to LGBTQIA+ workers:** The Securitas UK LGBTQIA+ staff network organises internal events and awareness raising campaigns, acts as an advisory board for Securitas UK leadership on blind spots in policies or practices, and actively influences change. It is a safe point of contact for LGBTQIA+ employees and it organised flagship events such as Pride Week 2021, including newsletters educating about LGBTQIA+.

### Other target groups:

- People with disabilities: Securitas UK has introduced the Disability Confident Passport, developed by the Trade Unions GMB and the TUC. It is a worker-owned process that documents workers' disabilities and required adjustments from the workplace. Securitas UK further supports Sign Language Week, World Down Syndrome Day, and Neurodiversity Celebration Week by various means, including trainings and staff activities to break down barriers.
- Women: Securitas UK reviewed the company's maternity policy and implemented a domestic abuse and menopause policy.

Staff networks exist for these groups, led by employees and not HR. The network leadership teams meet monthly to discuss blind spots in policies and identify improvements. All members meet quarterly. Diversity champions meet with HR and the Country President monthly.

Contact: Sarah Hayes, HR Director, Securitas UK







### 2.5.3. Anti-discrimination: Workplace and Business Practices against Discrimination at Avarn Security in Sweden

**Anti-discrimination activities at Avarn Security:** Active anti-discrimination measures taken at Avarn Security in Sweden focus on close work with unions, matters of pay, annual gender equality plans, risk analysis, preventive action, and customer engagement. These policies are firmly established and implemented in concrete practices:

**Importance of Social Dialogue:** as a basis, Social Dialogue and Collective Agreements play a key role in putting in place anti-discrimination policies at company level and in the promotion of inclusion - e.g. in staff training.

**Involvement of staff:** security officers receive targeted anti-discrimination training based on attitudes and norms. Anti-discrimination policies are implemented in practical and critical exercises, including line of value exercises, role plays and power techniques. Specific anti-discrimination competences are identified and communicated, and the company set in place a zero-tolerance policy. The company also proposes these trainings to customers.

**Involvement of customers:** another key strategy to foster inclusive workplaces at Avarn Security Sweden is cooperation on the matter with customers. The company tries to raise customer demands on diversity and inclusion in the tendering process and raises awareness to the importance of these matters as a factor of qualitative services when meeting with customers - including the presentation of anti-discrimination plans within the company and documentation of management and leadership training on the matter.

Contact: Karl Sandberg, HR Director, Avarn Security, Sweden





## 2.5.4. Gender Equality: Social Partner Agreement in Spain

**Initiation of the action by Spanish Sectoral Social Partners:** To improve the working conditions of women and the implementation of equality plans, in strict compliance with national legislation, Sectoral Social Partners in Spain have included in their Collective Agreement of 2021 clear provisions on gender equality.

**Gender equality provisions:** All companies subject to the Collective Agreement must have an equality plan, whose objective will be to promote equal treatment and opportunities in the workplace. It will include, at least, the following areas of action:

- Selection and recruitment processes;
- Training;
- Professional promotion and career pathways;
- Working conditions (including salary audits);
- Co-responsible exercise of the rights of personal, family and working life;
- Female (under-)representation in the company;
- Remuneration;
- Prevention of sexual and gender-based harassment and violence.

**Implementation:** A Joint Commission is constituted by the Social Partners for the interpretation and application of the Collective Agreement, including the provisions on gender equality. At company-level exist negotiating committees, consisting of company representatives and the legal representation of workers. They jointly analyse and assess all the aspects contained in the company equality plans, based on the Collective Agreement.

*Contacts: FeSMC UGT Private Security, Spain*





## 2.5.5. Supporting Young Trainees: The Excellence Initiative in Hamburg, Germany

**About the Excellence Initiative:** In Germany, like in other EU Member States, the security industry needs many more young people - but unfortunately, they often complain about the quality of training in the companies and the drop-out rate is high. According to the German government's vocational training report, almost half of all training contracts in the sector are terminated prematurely. In order to change this situation, the Hamburg regional group of the CoESS German member BDSW, together with ver.di (trade union), ASW Nord (local security association), the Hamburg Chamber of Commerce, and the Berufsschule 27 (VET school), has launched an initiative to improve training conditions, the "Excellence Initiative for Training Companies in the Security Industry". This is how the support programme works in practice:

**Mentorship and ombudswoman:** Part of this "Excellence Initiative" is currently an ombudswoman who is jointly appointed by all partners. The trainees can describe their problems in the companies to her and then seek a solution together with her and, if necessary, the training company, the chamber of commerce, and the vocational school.

**Quality certification for companies:** to help ensure that trainees learn in qualified and committed companies in Hamburg, participating businesses need to fulfil special quality requirements, which are examined by an independent committee. If these are met, the training company is awarded a seal of excellence, which is intended to help trainees choose a qualified training company. Quality requirements include, for example, that from six trainees onwards, one employee must be available as a training manager on a part-time basis and, from 15 trainees onwards, on a full-time basis. From 2021 onwards, at least one master craftsperson for protection and security shall oversee the training. No work shall be carried out during the vocational school block. This also applies to weekends and the Sunday before and Saturday after the block. In addition, the training time may not exceed 173 hours per month on average for the quarter, and trainees shall do no overtime during probationary periods.

**Quality training:** The trainees are released once per quarter for one day for inter-company training organised by the regional group of BDSW with continued payment of the training allowance. The training company further offers to the trainees certain additional training content (which goes beyond the content specified by the framework curriculum and is related to the occupation of service/security specialist) free of charge for at least five days per training year.

**Support for disadvantaged young people:** The training company also enables trainees with a grade average lower than 4.0 (from 1.0, the highest, to 6.0, the lowest grade) to make use of training-accompanying assistance, assisted training and/or other internal or external support programmes. Also, overtime is prohibited for respective trainees, so they have more time to study. Similar national programmes exist, such as ASAFLEX - a programme of the Federal Employment Agency, providing a wide range of assistance.

**Quality control:** In order to monitor the above-mentioned and other agreed standards, excellence training companies are subject to voluntary monitoring. The inspection is carried out by two members of an Excellence Inspection Committee, which also includes the Ombudswoman, at regular intervals. If there are complaints, extraordinary audits are carried out. Young people who cannot take up or continue vocational training on their own are eligible for support.

**Positive impact of the initiative:** According to the Chamber and ver.di, the number of complaints and the dropout rate have decreased noticeably since the initiative was introduced. According to Frank Schimmel, Chair of the BDSW Training Committee, success factors of the initiative are:

- Strong collaboration of all stakeholders and short communication channels organised around the VET school.
- Local focus, as Hamburg is a city state with one VET school, one chamber, etc.
- An ombudsperson who knows the industry and training frameworks.
- Driving forces from all stakeholders involved, willing to commit their time.

*Contact: Frank Schimmel, Chair of the Training Committee, BDSW, Germany*





## 2.5.6. People with Disabilities: Integration of People with ASD in Aviation Security Services at G4S Belgium

**Background:** G4S follows a stringent policy of diversity and corporate sustainability responsibility. When G4S Belgium was awarded a new contract for Brussels Airport, the company was looking for an optimisation of its services, based on its values, and developed a programme for the integration of people with Autism Spectrum Disorder (ASD) in aviation security services, in cooperation with the Belgian initiative "Passwerk".

**Collaboration with Passwerk:** Passwerk specialises in finding jobs for people with ASD and accompanies workers in their integration in the job market. The initiative supported G4S in selecting suitable worker profiles, providing recommendations to HR and instructors on the integration of people with ASD and the work environment. The private initiative receives public funding in Belgium.

**Adapting to the strengths and needs of people with ASD:** The initiative focused on the strengths that people with ASD bring to work assignments, such as:

- high levels of concentration and focus
- eye for details
- visual memory
- analytical skills

Likewise, the working environment for people with ASD needs to consider that they have weaker interpersonal skills, high sensitivity to stimuli such as light and noise, and a high need for structure and logical processes. At Brussels Airport, passengers' cabin baggage are remotely screened from a separate location, which allows people with ASD to work in an appropriate low stimuli environment. They can focus 100% on x-ray cabin baggage screening without having contacts with passengers.

**Selection of workers:** the first set of applicants was selected by Passwerk based on motivation, attitude, concentration skills and visual memory. The second selection round was carried out by G4S following the basic criteria set for security officers and an object recognition test.

**Training:** selected candidates followed an introductory training in a separate class that provided an emotionally safe and low stimuli environment. The rest of the training followed the usual, basic training requirements of aviation security staff (Basic Security Training of 139hrs, Specialised Aviation Security Training of 64hrs, X-ray training of additional 4 weeks). While trainings related to first aid and conflict management were more challenging for people with ASD, they scored for example 20-40% higher than usual apprentices in object recognition tests. All candidates passed the exams at the first attempt, while the normal score is at around 70-80%. Passwerk and G4S closely accompanied the applicants in these trainings.

**Work environment and coaching:** the workers with ASD are located in a separate screening room and only receive supervision through radio communication, not in person. They have fixed work schedules which respect workers' preferences for day- or night-time work. Deviations from screenings and breaks for operational reasons during the day are communicated in advance and work plannings are not changed within the current month. During shifts, the agents can also ask for extra breaks if needed. Passwerk continues to coach the workers on the job within the first year and provides ongoing feedback to G4S. A G4S mentor is available for the workers by phone .

**Feedback:** the security officers with ASD show high satisfaction with their job, as it provides structure and routine, and responds to their skills set. Their x-ray performance is above average. The company however had to work in the beginning with the other colleagues to enhance understanding of people with ASD and disperse fears of being replaced.

Contact: *Christophe Tack, Manager Aviation, G4S, Belgium*



### 2.5.7. Re-Integration of unemployed security officers in Greece

**About the initiative:** At the Greek Ministry of Labour, Division of Employment and Social Economy, the unit "Planning and Evaluation of Active Labour Market Policies" is responsible, among others, for filling skills gaps and mismatches in the labour market, while covering the needs of the unemployed for re/upskilling in dynamic sectors, including private security services. The advice from Social Partners is thereby taken into account. In collaboration with the Federation of Security Personnel Employees of Greece (OMYPAE), the Confederation of Private Security Services and representatives of large private security companies, the Ministry initiated a training and certification programme for the unemployed in the field of security personnel. Supporting companies play a key role in integrating participants into the labour market after certification.

**Why was the private security services sector targeted?** The choice was based on research findings, such as:

- The market of private security services is expected to grow in the next two years with an average annual rate of change of 3.5%.
- A wide range of economic sectors increasingly depends on and demand security services, both in the private and the public sector.
- Labour shortages are of permanent nature but have worsened during the COVID-19 pandemic.
- Existence of a relevant accredited occupational profile for "Private Security Officers", and of a recognized process for the certification of learning outcomes from training.

### Step 1 - Design phase

In the first design phase, the Ministry identified the skills required in the sector and launched a collaboration with other stakeholders involved, including trade unions and employers in order to specify the training scheme. The financing comes from a diverse European and national legislative and institutional framework, and the Qualitative Standards Framework for the planning and implementation of Continuous Vocational Training (CVT) programs, co-funded by the ESF+. The action across the country is addressed to:

- 2,400 unemployed aged 18-29.
- 3,600 unemployed aged 30-55.

### Step 2 - Counselling Phase

As a first step, the unemployed attend sessions with specialised career advisors, taking into account their specific needs for re-orientation and re-/upskilling. These sessions aim to motivate unemployed security officers to take part in the programme and promote new career prospects. Also, other skills are passed on that are relevant to the training programme, e.g. on how to compile a CV and cover letter as well as prepare for a job interview.

### Step 3 - Training Phase

The sessions are then followed by a training programme of 140hrs. This includes 125hrs of specialised training and 15hrs on transversal competencies and soft skills such as IT and labour law. The training material is based on the accredited occupational profile for private security officers and is provided at the Greek Lifelong Learning Centres (KDVM) and other relevant bodies for the sector (KEMEA).

### Step 4 - Certification

Upon successful completion of the training programme, trainees are eligible to participate in the examination process for the certification of knowledge and skills acquired (conducted by the National Organisation for the Certification of Qualifications and Vocational Guidance) in collaboration with KEMEA.

**Outcomes:** According to 2020 data, about 4,500 candidates throughout Greece participated in the certification exams for 'Private Security Officers'. However, the needs of the private security services market far exceeds this number.

*Presented by: Anastasia Sachinidou, Head of Unit for Planning and Evaluation of ALMPS, Division of Employment and Social Economy, Ministry of Labour and Social Affairs, Greece*

## 2.5.8. UNI Global Survey on LGBTQIA+ workers and trade union recommendations for healthy workplaces

**UNI Survey on LGBTQIA+ Communities across the world and sectors:** UNI Global developed a survey to better understand the situation of LGBTQIA+ workers across sectors and regions. More than 1,300 responses from 51 countries were received. Most of the replies came from the European region. 68% of all respondents expressed hearing, seeing or experiencing some form of discrimination, harassment or violence against LGBTQIA+ workers. This included physical or verbal violence, but also public outing.

### **Recommendations for Social Partners to create more inclusive workplaces:**

- Collective Bargaining is a key tool
- Advocacy, campaigns and visibility
- Education and training
- Creating inclusive environments at work
- Vigilance
- Specialised staff networks within companies
- Policies for LGBTQIA+ workers and against discrimination and violence

**Policies against discrimination and violence:** As a baseline, UNI calls for the ratification by EU Member States of Convention 190 and Recommendation 206 of the International Labour Organisation (ILO), which establish new global standards aimed at ending violence and harassment in the workplace. It also addresses countering of domestic violence and support provided by employers. Collective bargaining plays a key role in establishing such structures, also to counter gender-based violence and harassment at work and to promote the ratification of relevant ILO Conventions. Companies and Trade Unions should further educate workers, develop effective anti-harassment and anti-violence policies at work, and establish reflective language in Collective Bargaining.

**About Global Agreements:** UNI Global has more than 50 global bilateral agreements with multinational companies in the services sectors, which can serve as an inspiration for others. These include partnerships on ethical employment, Social Dialogue, Collective Bargaining, and Trade Unions rights. The parties recognise each other as their respective global Social Partners and agree on the need to carry out activities to improve employment standards and the quality of services.

*Contact: Amel Selma Djemai, Equal Opportunities Director, Health and Safety Cross-Sectoral Officer, UNI Europa*



## 2.5.9. Diversity Clauses in UNI Global Agreements

### Examples of provisions in Global Agreements concerning Diversity Clauses:

- Compliance with ILO Standards, e.g. Convention 100 on Equal Remuneration, Convention 111 on Discrimination in Employment and Occupation, and Convention 190 on Violence and Harassment at work (see page 64).
- Company commitments on women's employment conditions, e.g. measures to ensure equal pay rises for part-time workers, equal pay in case of maternity leave, preventing and combating physical and sexual harassment at work, reasonable working hours.
- Global Agreement between BNP Paribas and UNI Finance:
  - Gender-neutral job postings and active fight of discrimination of certain age groups in recruitment processes (e.g. pregnancy not taken into account).
  - Equal access to training and specific training for managers and senior representatives on diversity and inclusion.
  - Actively identifying in-house potential for upskilling and promotion of workers into senior roles.
- Global Agreement between Orange and UNI Telecommunications:
  - Pay equality plan between 2019-2025.
  - Provisions on the right to disconnect, work-life balance and teleworking.
  - Clauses on sub-contractors.

Contact: Mark Bergfeld, Director Property Services, UNI Europa



# 3 National perspectives



## 3. National perspectives



### 3.1 Germany: INTEL Workshop in Berlin, 01 September 2022

The first national workshop of the INTEL project took place on 1 September 2022 in Berlin – hosted by CoESS' German member, the Bundesverband der Sicherheitswirtschaft (BDSW). Florian Graf, CEO of the BDSW, welcomed experts from security companies, technical schools as well as authorities and organisations – stressing that the human factor in terms of labour and skills shortages was becoming an increasingly important topic for the entire sector. As of September 2022, 12.000 workers would be missing in the industry. The companies, as well as the association, would have to develop effective strategies on how to make the sector more attractive for future workers.

During the workshop it became clear that labour and skills shortages impact the German economy massively: although the country (as of August 2022) has around 2.55 million unemployed and 901.000 long-term unemployed, the number of vacancies is rising to a record high of around 2 million. Important factors in this development are structural trends, such as demographic change and the twin transitions, but also unexpected factors such as the COVID-19 pandemic and the war in Ukraine. Against this background, the Confederation of German Employers' Associations (BDA) presented a range of recommendations from the cross-sectoral employers' perspective, including:

- Activation of domestic potential, e.g. by increasing the participation of women and the unemployed in the labour market.
- Facilitation of immigration by speeding up procedures, fostering language skills and enabling immigration below the level of high skilled workers.
- Strengthening of vocational training closer to labour market needs, including a focus on re- and upskilling to manage the twin transitions.

The representatives of the German Sectoral Social Partners for the private security services, BDSW and ver.di, echoed that labour and skills shortages were felt by workers and employers in the industry. The collective bargaining policy would thereby be the crucial instrument to counter this problem. Facing also competition for new labour from other sectors, they agreed on the following joint recommendations:

- Promoting best value procurement practices and fighting unfair competition - being inspired by the Sectoral Social Partner Observatories in other countries, such as Spain.
- Upgrading of the job profile in vocational education and training, and retaining workers through re- and upskilling and career development.

Additional recommendations from the Federal Employment Agency (BA) included:

- Working out unique selling points of the sector, such as its essential services character to public security and its resilience to crisis.
- Increasing attractiveness towards younger people and women, and reaching out to these groups in a targeted way.

A high-level guest to the event was Member of German Parliament, Dr. Ottilie Klein, who stressed that labour shortages in private security were a serious issue also for public security, concluding: in the current times, we cannot afford less security.



*Florian Graf (left), CEO of the BDSW, and Catherine Piana (right), Director General of CoESS, hand over the INTEL Study on the State of Labour and Skills Shortages in the European Private Security Services to Member of German Parliament, Dr. Ottilie Klein (middle) during the INTEL workshop in Berlin.*



## 3.2 Sweden: INTEL Workshop in Stockholm,

05 September 2022

The second INTEL workshop took place on 05 September 2022 in Stockholm and was hosted by CoESS' Swedish member Säkerhetsföretagen, with the participation of law enforcement, the Stockholm municipality and Social Partners. The discussions focused on two matters: that labour and skills shortages in the security services were currently the most important issue in the industry, and likewise a strategic challenge for public security. In Sweden, the role of private security officers changes rapidly due to increasing demand for security services in crime prevention.

Across Europe, private security plays a complementary role to law enforcement, which was exemplified by the discussions in Sweden, where the importance of the security continuum and public-private partnerships were highlighted by all parties. Private security is important to create a feeling of security in society, and labour shortages in times of rising crime would therefore present a key challenge. But as in many other countries, the labour market is very tight and it becomes increasingly challenging for security companies to find the adequately skilled personnel. And at the same time, against the rise of organised crime in the country, both the national police and Stockholm municipality highlighted that a lot of manpower would be required with security officers guarding and patrolling on-site for crime prevention. Security companies and workers would be key to build a resilient continuum for the protection of public spaces. But as a basis, well-trained security workers would be required.

Everybody agreed that, as a first priority, what was needed nowadays were not only compliant companies with high labour standards, which were generally fostered by the generally applicable sectoral Collective Agreement in Sweden. Participants agreed that further focus on apprenticeships and vocational education and training were key to secure adequately qualified security personnel in the future. To this end, the Swedish sectoral Social Partners already operate a dedicated training institute (BYA), which is managed by the Collective Agreement and a lighthouse example for other countries (see page 51). Furthermore, the following recommendations were made to tackle labour and skills shortages, while enabling the industry to respond to changing demand from law enforcement:

- Education of public buyers on how to purchase qualitative security services with adequately qualified personnel.
- A sound legal basis for the deployment of private security officers as patrols in public spaces, including for cases of third party violence.
- Well-equipped and trained staff to patrol in public spaces for crime prevention, with extended training courses on occupational health and safety, and management must be capable to oversee their deployment.
- More efficient background checks of personnel, as current recruitment processes take a long time, impacting negatively the attractiveness of the industry.
- Improved collaboration with public employment services, including exchange on skills requirements and opportunities in the industry.



### 3.3 Croatia: INTEL Workshop in Zagreb,

18 October 2022

"Security is not everything, but everything is nothing without security." With this quote, the President of the Croatian Security Association (CSA), Lidija Stolica, opened the last national INTEL workshop, which took place on 18 October 2022 and was hosted by CoESS member CSA in Zagreb.

Addressing both Employers and Unions, but also representatives of the Ministries of Labour and Home Affairs, she stressed that only a sectoral Social Dialogue in the country could protect workers and businesses in these challenging times. Collective Bargaining would be a sign of a strong democracy and a crucial step to enhance attractiveness of the security services sector. As a baseline to address labour and skills shortages in the Croatian private security industry, participants therefore agreed that a generally-binding Collective Agreement could be a crucial step to enhance attractiveness of the private security sector in Croatia – a mission to which the CSA is firmly committed.

Generally speaking, it became clear that there was a lack of workers in Croatia, with young people and high skilled workers leaving to other EU Member States for more attractive wages. Skills that are most missing are digital and technical skills, also for the integration of new technologies into services, but also people management and language skills to work in the tourism sector, where private security provides an essential service.



Participants of the INTEL workshop in Zagreb.

In terms of attractiveness, participants discussed how the Croatian security industry could better attract a young and diverse workforce – one of the shortcomings in the country, which relies a lot on elderly workers. The industry would have to promote itself as a lifetime profession that provides valuable work and an essential service, and spread that message in schools and universities. Campaigns should be rolled out to enhance diversity in the sector, while talent management and excellence initiatives could be very valuable to establish in the industry. A central role to enhance attractiveness would thereby be new career pathways and upskilling of workers - something clients would however have to be willing to pay for.

However, the most important key barrier that was identified was persisting procurement practices that focus on low costs, which inhibit the sector to propose attractive pay levels. In this context, participants also agreed that it is on the public authorities to better enforce labour law to fight illegal working practices, inadequate working conditions, and unfair competition in order to enhance the attractiveness of the sector. This should include more capacities at Labour Inspectorates and education of public procurers.

In this context, the Ministry of Labour presented the next steps for the overhaul of the national labour law, of which two of the key objectives are to fight undeclared work and to promote Collective Bargaining structures, which are traditionally weak in the country and a key problem to tackle also labour shortages. According to the Ministry, the transposition of the new EU Directive on Adequate Minimum Wages would play an important role in this regard.

## About

Since 1992, CoESS and UNI Europa are actively involved in the European Sectoral Social Dialogue for the private security services sector.

### CoESS

The Confederation of European Security Services (CoESS) acts as the voice of the private security industry, covering 17 European Union (EU) Member States and a total of 23 countries across Europe, representing around 2 million licensed guards and 45,000 companies, and generating a turnover of € 40M+.

[www.coess.org](http://www.coess.org)

### UNI Europa

As the European trade union federation for 7 million service workers, UNI Europa speaks for the sectors that constitute the backbone of economic and social life in Europe.

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