



# RESKILLING

## Deliverable D2.2

### Update of Stakeholder Mapping and Engagement Plan

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**Project acronym:** RESKILLING

**Project title:** Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNSport Automation with Employment Growth

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## Disclaimer

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| List of Acronyms |                                               |
|------------------|-----------------------------------------------|
| Acronym          | Description                                   |
| AB               | Advisory Board                                |
| CBA              | Cost Benefit Analysis                         |
| CCAM             | Connected, Cooperative and Automated Mobility |
| D                | Deliverable                                   |
| ETT              | Engagement Tracking Tool                      |
| EU               | European Union                                |
| GDPR             | General Data Protection Regulation            |
| M                | Month                                         |
| SC               | Stakeholder Community                         |
| WP               | Work Package                                  |



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## Executive Summary

Deliverable 2.2 is an update of Deliverable 2.1: Stakeholder Mapping and Engagement Plan and follows the same structure. It provides an overview of the current status of implementation of the plan established at M6 (June 2025) and outlines the plan for the remaining period of the project, based on upcoming research activities.

Most of the original plan has been followed, with few adaptations supporting clarity, alignment across partners, and practical aspects such as event combinations to reduce the burden on external stakeholders. Stakeholder categories identified remain valid, except for some title reformulations to cover additional subcategories involved in activities in the first half of the project. The monitoring tools defined also provide a valid structure, although their exploitation requires some adaptations as proposed in the risk identification part.

This deliverable details the planned co-creation activities for the second part of the project, with more precise engagement formats than in the first occurrence of the deliverable, but still some uncertainties regarding the last engagement activities in the last six months of the project, which remain to be defined based on outcomes of current activities. An updated timeline of engagement is included in annex as well. Finally, an emphasis on stakeholder satisfaction of their engagement in the project has been added in this update, with an inclusion of a satisfaction survey to be used at the end of engagement activities in order to better understand and accompany members of the community.

Deliverable 2.2 is not a report on stakeholder engagement performance and the stakeholder community numbers, indicators, and engagement results are included in the stakeholder engagement report, which is another deliverable (D2.3) which was prepared in parallel to the initial version of the plan, and is updated every 6 months. The final report will be available at the end of the project in deliverable 2.4 Stakeholder engagement final report.

# 1. Introduction

RESKILLING proposes the establishment of a comprehensive, multi-level framework to support territories and stakeholders in adapting to the socio-economic transformations associated with the CCAM deployment. The objective of the project is to develop, test and validate a set of novel tools and services that will enable workers, employers, authorities and intermediaries to navigate through and shape this shift. This includes analysing the impacts of CCAM across the entire value chain, designing pathways for skill development and redeployment, and fostering innovation ecosystems that can actively drive and co-create the future of mobility.

RESKILLING is built around a Co-Innovation Framework that centres inclusiveness, co-creation, and social innovation across all phases of the project to ensure that all results are contextually grounded, human-centred, and collaboratively shaped. Stakeholder engagement in RESKILLING is a foundational pillar determining the project's goals and processes. To that end, Work Package 2 is specifically dedicated to mapping, engaging, and mobilising a wide spectrum of stakeholders – from transport workers and industry representatives to social partners, training providers, researchers, and public authorities, who nurture a dedicated Stakeholder Community. Stakeholders play a key role in shaping the project's outputs through co-creation activities, sharing expertise, validating tools, and ensuring that results are relevant and replicable across different modes in Europe.

The stakeholder engagement plan (D2.1) developed early in the project (M6) guided the process of WP2 implementation, providing information on activities, channels and tools to engage stakeholders along the project, as well as methodologies and monitoring steps to be followed. The present deliverable (D2.2) updates this guidance, based on current results and outcomes of the implementation.

## 1.1. Purpose of the Document

The purpose of this deliverable is to update the stakeholder engagement methodology which was elaborated at the beginning of the project (M6) to guide the process of mapping, contacting, involving and mobilising external stakeholders in RESKILLING activities. This update is necessary to adapt to a moving ecosystem and human environment around CCAM deployment and socio-economic analyses. Concretely, results of stakeholder engagement in terms of numbers, diversity and representativity help assess the most efficient approaches and the most relevant stakeholder categories. In addition, the nature of activities of the project require engagement from different sectors: while the early research stages assessing the job and employment market needed inputs from transport service providers, solution developers, and workers' representatives, the next phase focusing on growth, economic impacts and business model development targets more contributions from the funding and insuring sector, authorities, and economic impacts' researchers or experts. Transport operators, industries, and workers are still needed as well, but the balance of representation might slightly shift depending on activities and deliverable production.

This update builds on the stakeholder mapping developed under Task 2.1 and refreshed several times from the proposal preparation to the plan development and subsequent stakeholder engaging activities. The updated plan also relies on the stakeholder engagement monitoring tools set up in task 2.3 and reported upon in deliverable 2.3, which is updated every 6 months as a milestone, and will have its final edition at the end of the project in deliverable 2.4. Finally, progress of tasks 2.4 and 2.5

ensuring international cooperation, advisory board engagement, connection with the CCAM partnership and other related initiatives also feed the update of this stakeholder engagement plan.

This is the last version of the plan. However, reporting on the project's stakeholder engagement activities and progress will be provided through the updated Stakeholder Engagement Report, namely D2.4, which is planned for submission in M36 of the project. It will also be reflected through the relevant project milestones, MS12 and MS13, scheduled for M24 and M30, respectively.

## 1.2. Intended Audience

The intended audience of this deliverable is the same one as the intended audience of D2.1: RESKILLING consortium partners who are responsible for designing, coordinating or implementing stakeholder-facing activities across the project, the RESKILLING Advisory Board also helping to ensure that engagement activities remain inclusive, representative and aligned with ethical and scientific standards, external evaluators and the European Commission services overseeing the project, and the general public and external stakeholders who can build on the updated strategy for their own stakeholder engagement planification, or use it to better understand the role of specific stakeholder types in the RESKILLING activities.

## 1.3. Interrelations

This methodology update draws upon stakeholder engagement result in activities of all work packages (2, 3, 4, 5, and 6), and intends to improve this engagement and tailor it to upcoming activities:

- **WP3 – Short-, medium- and long-term employment and socio-economic effects of CCAM.** In the second part of the project, stakeholders will be engaged in this WP mainly through a cost-benefits analysis with workshops, surveys and interviews.
- **WP4 – Towards job creation, growth and innovation.** The second part of the project will focus on business model definition and training pathways elaboration, development of an observatory displaying key resources for future exploitation, ensuring replicability and transferability of the solutions developed in RESKILLING.
- **WP5 – Impact Assessment & Roadmap.** In this WP in the second half of the project, RESKILLING results' impacts on society will be assessed, and policy recommendations will be drafted and finalised.
- 
- **WP6 – Communication, Dissemination, and Exploitation.** This WP focuses on always enlarging the RESKILLING audience and goes hand in hand with the engagement strategy which constitutes a next step after awareness raising.

Lastly, the updated stakeholder engagement plan ensures that all engagement activities across these work packages are consistent, coordinated, and based on shared principles. In addition, it contributes to the monitoring and reporting mechanisms of WP2 and WP6.



## 2. Engagement Approach and Principles

### 2.1. The key role of Stakeholder Engagement

The importance of stakeholder engagement and the role it plays in RESKILLING tasks remains the same as in the initial version of the stakeholder engagement plan: see D2.1, section 2.1 for more information.

### 2.2. Theoretical Foundation

The theoretical foundations of stakeholder engagement in RESKILLING remain the same as in the initial version of the stakeholder engagement plan: see D2.1, section 2.2 for more information.

### 2.3. Key Principles

The three main principles of inclusiveness, co-creation and social innovation underlying stakeholder engagement in the RESKILLING project have not changed since the stakeholder engagement plan's initial version: see D2.1, section 2.3 for further details.

## 3. Stakeholder Mapping

The update of the stakeholder mapping process kept the same definition of stakeholders: individuals, groups, organisations or institutions that can affect, be affected by, or be involved in the development and implementation of CCAM-related strategies for employment, skills and workforce transformation, as well as those contributing to innovation and growth of mobility for people and goods<sup>1</sup>. After several rounds of feedback from all partners and the project's AB, the second update was done through workshops and interviews' planning, where partners helped reformulate some of the categories so they would best represent the people contacted and invited to join RESKILLING activities.

### 3.1. Stakeholder Categories

The structure of the categories is the same as in the initial version of the stakeholder engagement plan, with seven main categories and 28 sub-categories. Only the titles of some categories have changed:

- "Industry" was renamed under "Industry and manufacturers" to clarify to scope,
- "Workers" was complemented with "Workers / workers' representatives" to clarify the nature of stakeholder invited in this category,

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<sup>1</sup> RESKILLING D2.1

- “Authorities & Organisations” were re-titled “Decision Makers & Advisers” also to better define the scope of stakeholders covered in this category,
- “Researchers & Educators” were also detailed in “Researchers, Educators & Training Providers” to explicit the multiple types of actors included in the category,
- “End users” were renamed “End users of Transport Services” to avoid confusion with end users of RESKILLING solutions or others.

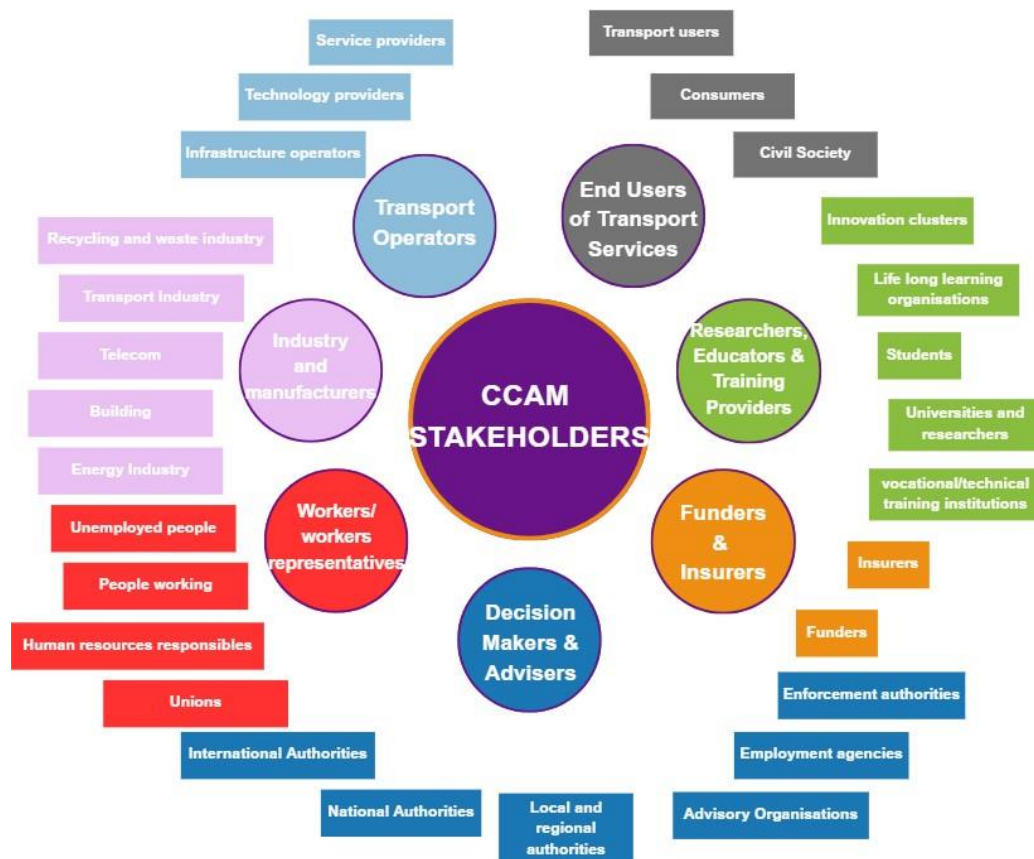


Figure 1. Updated Map of Stakeholder Categories and sub-categories

These categories are not static labels but guide how stakeholders interact with the project. Some co-develop training content, others test tools, advise on governance strategies and policy recommendations, or bring in the voice of underrepresented groups. Stakeholders often have multiple activities and can identify as part of different categories. Depending on the RESKILLING consortium contacts and the context of the project activities, stakeholders are asked to contribute from specific perspectives, and make sure this perspective is clear.

| RESKILLING STAKEHOLDERS                                      |                                       |                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stakeholder Main Categories                                  | Stakeholder Sub-Categories            | Stakeholder Profiles                                                                                                                                                                                                                                                                                                                                                 |
| Transport operators                                          | Service Providers                     | <ul style="list-style-type: none"> <li>Fleet operators</li> <li>Fleet owners</li> <li>Passenger transport service providers</li> <li>Logistic service providers</li> <li>Car-sharing platform operators</li> <li>On-demand transport operators</li> <li>Military service providers</li> </ul>                                                                        |
|                                                              | Technology Providers                  | <ul style="list-style-type: none"> <li>Digital innovators/ developers</li> <li>ITS associations</li> <li>MaaS Providers</li> <li>Telecom operators</li> </ul>                                                                                                                                                                                                        |
|                                                              | Infrastructure operators              | <ul style="list-style-type: none"> <li>Roads/Railways owners</li> <li>Roads/Railways operators</li> <li>Port/Airport/Train &amp; Coach station/Parking operators</li> </ul>                                                                                                                                                                                          |
| Industry and manufacturers                                   | Transport industry                    | <ul style="list-style-type: none"> <li>Vehicle manufacturers (Pre-delivery inspection &amp; storage parking lots, Vehicle designers, Factories)</li> <li>Vehicle components manufacturers</li> <li>Signalling manufacturers</li> <li>Repair &amp; maintenance operators (Workshops, Repair centres, Bodyshops, Assistance &amp; tow trucks, Fast fitters)</li> </ul> |
|                                                              | Telecom industry                      | <ul style="list-style-type: none"> <li>Device manufacturers</li> <li>Device maintenance</li> <li>Equipment providers</li> <li>Infrastructure installers</li> <li>Infrastructure maintenance</li> </ul>                                                                                                                                                               |
|                                                              | Recycling & waste management industry |                                                                                                                                                                                                                                                                                                                                                                      |
|                                                              | Buildings                             | <ul style="list-style-type: none"> <li>Real Estate</li> <li>Architects</li> <li>Construction companies</li> </ul>                                                                                                                                                                                                                                                    |
|                                                              | Energy industry                       | <ul style="list-style-type: none"> <li>Energy providers</li> <li>Grid owners</li> <li>Local distributors</li> </ul>                                                                                                                                                                                                                                                  |
| Workers and workers' representatives in the transport sector | People working                        | <ul style="list-style-type: none"> <li>Operational workers (Industry workers, Service workers, Other operational workers)</li> <li>Instructors</li> <li>Planners</li> <li>Service Intermediaries</li> <li>Innovation workers</li> </ul>                                                                                                                              |
|                                                              | Unions                                | <ul style="list-style-type: none"> <li>Unions' associations</li> <li>National unions</li> <li>Local unions</li> </ul>                                                                                                                                                                                                                                                |
|                                                              | Human resources responsables          |                                                                                                                                                                                                                                                                                                                                                                      |
|                                                              | Unemployed people                     | <ul style="list-style-type: none"> <li>Potential workers</li> </ul>                                                                                                                                                                                                                                                                                                  |

| Stakeholder Main Categories                                          | Stakeholder Sub-Categories       | Stakeholder Profiles                                                                                                                                                                               |
|----------------------------------------------------------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Decision-makers &amp; advisers (including cities and regions)</b> | International Authorities        |                                                                                                                                                                                                    |
|                                                                      | European Authorities             |                                                                                                                                                                                                    |
|                                                                      | National Authorities             | <ul style="list-style-type: none"> <li>• Transport Ministry</li> <li>• Labour Ministry</li> <li>• Economic development &amp; innovation ministry</li> <li>• Defense Ministry</li> </ul>            |
|                                                                      | Regional & Local Authorities     | <ul style="list-style-type: none"> <li>• City planner</li> <li>• Transport planner</li> </ul>                                                                                                      |
|                                                                      | Employment Agencies              |                                                                                                                                                                                                    |
|                                                                      | Enforcement authorities          |                                                                                                                                                                                                    |
|                                                                      | Standard definition agencies     |                                                                                                                                                                                                    |
| <b>Funders &amp; Insurers</b>                                        | Funders                          | <ul style="list-style-type: none"> <li>• Private funders</li> <li>• Public funders</li> </ul>                                                                                                      |
|                                                                      | Insurers                         |                                                                                                                                                                                                    |
| <b>Researchers, Educators and training providers</b>                 | Universities                     | <ul style="list-style-type: none"> <li>• Students</li> <li>• Professors</li> <li>• Programme direction</li> </ul>                                                                                  |
|                                                                      | Researchers                      | <ul style="list-style-type: none"> <li>• Economists</li> <li>• Social scientists</li> <li>• Transport innovators</li> <li>• Environment researchers</li> </ul>                                     |
|                                                                      | Vocational /technical training   |                                                                                                                                                                                                    |
|                                                                      | Life-long learning organisations |                                                                                                                                                                                                    |
|                                                                      | Private research centres         |                                                                                                                                                                                                    |
|                                                                      | Innovation clusters              |                                                                                                                                                                                                    |
| <b>End users of transport services</b>                               | Transport / Infrastructure users | <ul style="list-style-type: none"> <li>• Car drivers</li> <li>• Cyclists</li> <li>• Pedestrians</li> <li>• Passengers</li> </ul>                                                                   |
|                                                                      | Tourist operators                |                                                                                                                                                                                                    |
|                                                                      | Event organisers                 |                                                                                                                                                                                                    |
|                                                                      | Consumers                        | <ul style="list-style-type: none"> <li>• Individual consumers (e-buyers, car drivers...)</li> <li>• Business consumers (logistics buyers)</li> <li>• Services of general Interest</li> </ul>       |
|                                                                      | Organised Civil Society          | <ul style="list-style-type: none"> <li>• Specific user groups</li> <li>• Minority representation</li> <li>• Neighbourhood management</li> <li>• Associations</li> <li>• Advocacy groups</li> </ul> |

Table 1. Updated Stakeholder Mapping Table

## 3.2. Stakeholders' Relevance and Benefits

The overall relevance and benefits of engaging stakeholders in the project have not changed since the beginning of the project.

Stakeholders have contributed to identifying sector- and group-specific skills' needs and employment risks through two workshops and targeted interviews. In the second part of the project, they will be solicited to inform the design of re-training modules, business models, and innovation pathways, shape policy recommendations and transferability strategies that match local or industry contexts, and continue supporting data collection and co-validation of findings through lived experience.

On the other side, they have benefited from an early access to RESKILLING deliverable 3.1 Professions & jobs related to the entire CCAM services value chain, and information on results of interviews and workshops in the first RESKILLING Annual Virtual Stakeholder Event in M12. Specific members of the RESKILLING AB have largely benefited from visibility through a speaking slot in the annual stakeholder event, and all stakeholders joining the RESKILLING Stakeholder Forum have received the opportunity to pitch their activities and results either to all forum members, or to target stakeholder audiences in the dedicated spaces. Finally, peer exchange and knowledge sharing was facilitated with small group discussions in virtual breakout rooms in the annual stakeholder event as well.

The specific relevance for the project and engagement benefits for each stakeholder category, and the related timeline of engagement, have also not changed since the initial version of the plan. They can be found in the table of section 3.2 in deliverable D2.1.

However, as stated in the introduction, the nature of activities of the project require engagement from different sectors: while the early research stages assessing the job and employment market needed inputs from transport service providers and solution developers, and workers' representatives, the next phase focusing on growth, economic impacts and business model development targets contributions especially from the funding and insuring sector, public authorities, and researchers or experts concerned with economic impacts. Transport operators, industry, and workers are still needed as well, but the balance of representation might slightly shift depending on activities and deliverable production. In consequence, partners leading engagement activities will reach out to partners having key contacts in the targeted category to invite the most needed stakeholder categories in future occasions.

## 3.3. Mapping Method

The mapping method used in the RESKILLING project has also not changed since the initial version of the plan. The only adaptation was the title of some categories based on ideas from partners when organising their stakeholder engagement activities such as workshops, interviews, etc.

## 4. Engagement Activities and Channels

This section details how and where stakeholders will be engaged in the second half of the RESKILLING project lifetime, and beyond it. Section 4.1 outlines the types of activities remaining to gather input, co-create knowledge, or test solutions through the different Work Packages. Section 4.2 details the evolution of the strategic collaborations enhancing outreach and alignment with broader initiatives, including the Advisory Board, international cooperation mechanisms, the CCAM Partnership, and other European projects. Sections 4.3 and 4.4 describe the online and offline channels through which these engagements are organised and maintained.

### 4.1. Planned Co-creation Activities

The remaining activities planned in the research process of RESKILLING entail a variety of approaches, from online surveys to individual interviews, through hybrid consultations in focus groups, local and international workshops, and in-person interaction at large European events.

Each task leader designs and implements stakeholder engagement activities as per the needs emerging in the preparation of their task results. WP2 supports with community outreach and invitations, report on participation, and financial contribution when needed (venue rental, catering, etc.), and WP6 promotes registration as well as outcomes of these activities to increase the project visibility.

#### WP2 – Stakeholder community engagement

While the first part of the project was about setting up the tools and coordinating the outreach to representatives of each stakeholder category, the second part focuses on ensuring a qualitative input by stakeholder to research activities, and preparing a strong community legacy for continuous collaboration beyond the project lifetime.

| Task 2.2 – Stakeholder Engagement                                                                                                                                                                                                      |                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual events are organised to convene members of the Stakeholder Community and Advisory Board, ensuring regular exchange, alignment with project milestones, and structured participation in ongoing activities across work packages. |                                                                                                                                                                                                  |
| Activities                                                                                                                                                                                                                             | Connect stakeholders through very short surveys, breakout room discussions, presentations and Q&A, most of which take place on the Stakeholder Forum and at the Annual Virtual Stakeholder Event |
| Lead partner                                                                                                                                                                                                                           | POLIS                                                                                                                                                                                            |
| Stakeholder Engagement Duration                                                                                                                                                                                                        | Month 1 to Month 36                                                                                                                                                                              |

#### WP3 – Short-, medium- and long-term employment and socio-economic effects of CCAM

Multiple stakeholder engagement activities took place in the first part of the project in the framework of this work package, including workshops, interviews and surveys, mainly addressing the mapping of professions and jobs affected by CCAM deployment and the assessment of newly required skills. In the second half of the project, the WP3 focuses on the anticipation of socio-economic impacts and revenue models in line with the transition to connected and automated services.



### Task 3.4 – Short, Medium, and Long-Term Socioeconomic Effects

Stakeholder involvement throughout the task (M12–M30) to collect inputs for the cost-benefits analysis assessing the socioeconomic impacts.

|                                 |                                                                                                                                            |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Activities                      | Stakeholder co-creation through Cost-benefit analysis (CBA) in a workshop at M21 and additional inputs through surveys and/or focus groups |
| Lead partner                    | Vrije Universiteit Brussel                                                                                                                 |
| Stakeholder Engagement Duration | Month 12 to 30                                                                                                                             |

### WP4 - Towards job creation, growth and innovation

Most stakeholder engagement activities of WP4 take place in the second half of the project, although a workshop already happened online to address business model innovations. Upcoming consultation activities support the exploration of potentials and means for social innovation, (re)skilling, and the provision of support for sustainable employment. Stakeholders are engaged to help identify skills needs, co-develop training pathways, validate tools, and contribute to social innovation processes that enhance job retention and inclusive growth. Feedback on the observatory will also be sought after.

### Task 4.1 – Business models & schemes for CCAM innovation and jobs promotion

Stakeholder interviews with industry actors (at least 60) are being conducted. A landmark event takes place within this task, with the Business model Camp Stakeholder workshop held with 30 external stakeholders.

|                                 |                                                                                   |
|---------------------------------|-----------------------------------------------------------------------------------|
| Activities                      | Stakeholder data collection through interviews and a Business Model Camp workshop |
| Lead partner                    | BAX                                                                               |
| Stakeholder Engagement Duration | Month 12 to 32                                                                    |

### Task 4.2 - Matching innovative mobility systems with human capital development and social innovation

A series of interviews (up to 20) and labs in M17, M21, and M27 engage stakeholders across the quadruple helix (research, industry, government, society) regarding good practices for social innovation to build a Mission for a Social Skill Ecosystem.

|                                 |                                                                  |
|---------------------------------|------------------------------------------------------------------|
| Activities                      | Stakeholder consultation through interviews and co-creation labs |
| Lead partner                    | VDI/VDE-IT                                                       |
| Stakeholder Engagement Duration | Month 9 to 27; Month 15, 21, 27                                  |

### Task 4.3 – Training modules for updated and enhanced CCAM-specific professional skills

Selected stakeholders participate in a survey-based prioritisation of re-training schemes using Analytic Hierarchy Process (AHP) methodology.

|                                 |                                                                                                                                                        |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activities                      | Stakeholder consultation through prioritisation survey, validation and enrichment of partial results in a workshop with stakeholders (logistics field) |
| Lead partner                    | Zaragoza Logistics Center                                                                                                                              |
| Stakeholder Engagement Duration | Month 9 to 32                                                                                                                                          |

#### Task 4.4 – Case studies

Each case study will engage specific types of stakeholders to both collect input and supporting validation. Both AB feedback and stakeholder experience will be solicited to finalise the definition of the case studies on one side, and to facilitate connection of the RESKILLING research area with other transport modes and multimodality.

|                                 |                                                                                                                                                                                                                                                               |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activities                      | Feedback collected in a common workshop with other WP4 tasks and through the RESKILLING AB meeting and email exchanges + Real-life data input from specific stakeholder types for each case study through direct exchange with dedicated RESKILLING partners. |
| Lead partner                    | Beceptum                                                                                                                                                                                                                                                      |
| Stakeholder Engagement Duration | Month 18 to 30                                                                                                                                                                                                                                                |

#### Task 4.5 – CCAM Employment & Skills Observatory

This online Observatory offers targeted, user-driven insights into jobs, skills, and emerging roles affected by CCAM deployment. Stakeholders contribute through feedback loops and tailored engagement based on their profiles.

|                                 |                                                                                                                                                                                              |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activities                      | Stakeholder engagement with the Observatory and feedback collection through established mechanisms in the CCAM Employment & Skills Observatory platform towards improvements of the platform |
| Lead partner                    | CERTH                                                                                                                                                                                        |
| Stakeholder Engagement Duration | Month 18 to 36                                                                                                                                                                               |

#### Task 4.6 – Multi-layered Replication and Transferability

Stakeholder engagement with actors from rail, maritime, aviation, and CCAM domains is planned to validate the transferability potential of RESKILLING outputs.

|                                 |                                            |
|---------------------------------|--------------------------------------------|
| Activities                      | To be defined at the beginning of the task |
| Lead partner                    | EURNEX                                     |
| Stakeholder Engagement Duration | Month 24 to 32                             |

### WP5 - Impact Assessment & Roadmap



Work Package 5 is responsible for the analysis of impacts of the RESKILLING work in the transport ecosystem and beyond. The work package develops policy recommendations and a roadmap for an inclusive transition. Stakeholder engaging activities take place in the second half of the project.

#### Task 5.1 – Impact Assessment

Stakeholders are invited to provide feedback to support indicator development, contribute to validation, and ensure alignment with policy and regulatory shifts. A dedicated legislative foresight team is being established during the second year of the project, including members from the RESKILLING consortium and external stakeholders. Feedback from stakeholders will be collected through dedicated online workshops and surveys.

|                                 |                                                                                                                                                                                                                                                                                                 |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activities                      | Stakeholders are invited to provide feedback to support indicator development, contribute to validation, and ensure alignment with policy and regulatory shifts during the last year of RESKILLING. Feedback from stakeholders will be collected through dedicated online workshops and surveys |
| Lead partner                    | Research Centre for Transport and Logistics (CTL)                                                                                                                                                                                                                                               |
| Stakeholder Engagement Duration | Month 1 to 36                                                                                                                                                                                                                                                                                   |

#### Task 5.3 – Guidelines and Policy Recommendations

Stakeholders are consulted to ensure that policy messages and recommendations are grounded in practice and reflect social, territorial and industrial needs. This will occur between M24 and M32 and will be developed in coordination with the Stakeholder Community.

|                                 |                                            |
|---------------------------------|--------------------------------------------|
| Activities                      | To be defined at the beginning of the task |
| Lead partner                    | Vrije Universiteit Brussel                 |
| Stakeholder Engagement Duration | Month 24 to 32                             |

#### Task 5.4 – Roadmap to support the socio-economic transition to CCAM

Stakeholders will be consulted to ensure that the RESKILLING Roadmap is aligned with stakeholder expectations, industry needs, and regulatory frameworks. This will occur between M24 and M35 and will be developed in coordination with the Stakeholder Community.

|                                 |                                            |
|---------------------------------|--------------------------------------------|
| Activities                      | To be defined at the beginning of the task |
| Lead partner                    | CERTH                                      |
| Stakeholder Engagement Duration | Month 24 to 36                             |

## 4.2. Strategic Collaborations

Three strategic collaboration areas established in the RESKILLING project to expand the reach and credibility of the project, ensure alignment with ongoing research and policy agendas, and introduce external perspectives into the design and validation of its outputs remain all along the project lifetime:

the Advisory Board, international cooperation, and liaison with the CCAM Partnership and relevant projects. This section provides an update on their exploitation in the second part of the project.

## Advisory Board

The Advisory Board (AB) of RESKILLING was formally established by Month 5 (May 2025) and operates until the project's conclusion in December 2027. Its role and composition are the same as described in the stakeholder engagement plan's initial version. This also applies to its management by IRF and the format of engagement (see section 4.2 of D2.1).

Members are replaced when leaving their organisation, as was the case in the first half of the project with ETF. The AB is composed of 11 members from European and non-European countries:

- Armin Duttine, National and International Policy department 3 at Ver.di - United Services Union - Germany;
- Bjørne Grimsrud, Director at Institute of Transport Economics (TØI) - Norway;
- Cecilia Medina, Head of Innovation and Talent at Spanish Association of Automotive Suppliers (SERNAUTO) - Spain;
- Philip Freeman, Policy Officer for Urban Transport and Mobility at European Transport Workers' Federation (ETF) - Europe;
- Prof. Cristina Pronello, Full Professor of Transport at Politecnico di Torino / Founder & CEO of Mobyforall – Italy;
- Prof. Fotini Kehagi, Professor of Civil Engineering, Department of Aristotle Univeristy of Thessaloniki – Greece;
- Dr Henriette Cornet, CEO at Urban Innovate – United States;
- John Tintinalli, Europe General Manager at SAE International – The Netherlands;
- Konstantin Kolasa, Cluster Manager, E-mobil BW at the State agency for new mobility solutions and automotive baden württemberg - Germany;
- Matteo Sgarzi, Head of Mission at International Relations, French Centre for Research on Education, Training and Employment (Céreq) - France;
- Dr Siddartha Khastgir, Head of Safe Autonomy at WMG, University of Warwick / Managing Director, PAVE UK – United Kingdom

In the course of 2026, AB members will meet for the second time, in person, at the AB annual meeting in Brussels. The last AB meeting will take place in 2027.

All along the project timeline, the AB contributes to the following RESKILLING deliverables:

- D3.1 (completed), “Professions & jobs related to the entire CCAM services value chain” (M12, December 2025);
- D3.2 (completed), “Use cases definition” (M17, May 2026);
- D3.3 (completed), “Short, medium and long-term employment effects of CCAM” (M18, June 2026);
- D4.1, “Novel Business Models for CCAM and RESKILLING toolkit” (M24, December 2026);
- D3.4, “Short, medium and long-term socioeconomic effects of CCAM” (M30, June 2027);
- D4.3, “Scenarios for social innovative skill ecosystems and implementation recommendations” (M32, August 2027);
- D4.4, “New (re)training curricula and schemes, developed in the project” (M32, August 2027);
- D5.2, “Guidelines and policy recommendations” (M34, October 2027);

- D5.3, “Roadmap on socio-economic transition to CCAM” (M36, December 2027).

## International Cooperation

The RESKILLING approach of international cooperation also remains as described in section 4.2 of D2.1.

In the first half of the project, cooperation has been established with:

- US Transportation Research Board (TRB);
- International Transport Forum (ITF);
- International Labour Organisation (ILO);
- PIARC (World Road Association);
- UIC (International Union of Railways);
- South Africa Council of Scientific and Industrial Research (CSIR)
- Japan Public Works Research Institute (PWRI);
- Korea Transport Institute (KOTI);
- China Highway and Transport Society (CHTS);
- Belgium ERTICO;
- US University of Wisconsin-Madison;
- Japan University of Tokio;
- SAE Europe;
- South Africa ITS Engineers;
- Australia National Transport Research Organisation (NTRO);
- UK Transport Research Laboratory (TRL);
- ITS Australia;
- Qatar Transportation and Traffic Safety Center, Qatar University;
- Australia University of New South Wales;
- Japan Mitsubishi Research Institute.

International stakeholders have been invited to the RESKILLING Annual Virtual Stakeholder event, bringing perspectives from the US, central Asia and Africa to the table. In addition, bilateral connections with Japanese stakeholders were started in the framework of the CCAM partnership collaboration with this country.

In the second part of the project, a bilateral collaboration channel might be established with Singapore in relation with specific connections from RESKILLING partners. A dedicated international concertation event will be organised, which could be separated in different meetings considering scheduling constraints in different time zones.

## CCAM Partnership and Related Initiatives

RESKILLING engagement with the CCAM partnership follows the framework established in section 4.2 of D2.1. In addition, this engagement is not limited to the CCAM Partnership itself but extends to a broader ecosystem of related projects and initiatives working on complementary dimensions of CCAM deployment — including societal acceptance, inclusive mobility, digital skills, and sectoral workforce strategies. RESKILLING occupies a distinct position within this ecosystem by addressing the socio-economic and employment implications of automation, a dimension that is systematically underrepresented in more technology-oriented CCAM initiatives. Cross-project liaison therefore serves a dual purpose: it ensures that workforce and skills considerations are integrated into broader CCAM discussions, and it creates opportunities for RESKILLING to leverage the networks, outputs, and dissemination channels of complementary projects to amplify its own reach and impact.

Next to the specific activities mentioned in D2.1, RESKILLING contributions include:

- Contributing to the workforce and employment dimension to CCAM-wide discussions, as this socio-economic perspective is a distinctive added value that RESKILLING brings to the broader ecosystem;
- Initiating and maintaining bilateral contacts with relevant projects and initiatives beyond the CCAM Partnership, to build a broader liaison portfolio under Task 2.5 (led by FEHRL), covering areas such as skills intelligence, sectoral skills strategies, innovation communities, and national mobility policy frameworks.

Liaison activities with relevant current projects have evolved, indicatively including:

- **CCAM-ERAS**, on the socio-economic transition to CCAM and common stakeholder community building, since RESKILLING might support the CCAM-ERAS community legacy beyond CCAM-ERAS period of activities;
- **CCAMBassador**, on assessment of societal readiness for CCAM deployment through mutual workshop contributions;
- **CulturalRoad**, on new guidelines for the effective and equitable deployment of CCAM services, taking into account cultural and geographical diversity, with the development of common session proposals for external events;
- **Diversify-CCAM**, on integrating social diversities in the design and implementation of CCAM across all European landscapes, through participation in workshops;
- **ULTIMO**, on creating economically feasible and sustainable integration of AVs for MaaS public transportation and LaaS urban goods transportation, through data provision in dedicated RESKILLING use cases;
- **AutoMoTIF**, on automation and multimodal logistics innovations, with a focus on connecting technological developments with workforce adaptation and skills needs in the transport sector, through dissemination support;

- **EU.FFICIENT**, on cross-sectoral European communities of facilitators for mobility innovation, offering a platform for joint stakeholder engagement and knowledge exchange on transport transition topics, through shared lessons on stakeholder community platform management;
- **TRIEME**, on developing a Sectoral Skills Strategy for the European automotive-mobility ecosystem, addressing digital and green skills in the context of industrial and ecological transition, through participation in workshops;
- **DS4Skills**, on building a European Data Space for Skills, supporting data-driven approaches to skills intelligence relevant to the analysis of workforce needs and training provision, through common dissemination support;
- **Luxembourg interministerial working group on the “Luxembourg Strategy for Automated Driving”**, on implementing the national “Automatiséiert Fueren 2028” strategy, which aims to make Luxembourg the first European country to enable the full deployment of automated driving by 2028, with an explicit focus on strengthening skills and talent as a cross-sectoral action pillar, through dissemination support and contribution to workshops.

Guidance for partners contacted by or discovering related initiatives:

All consortium partners are encouraged to actively contribute to the liaison portfolio developed under Task 2.5. When a partner identifies a relevant external project, initiative or stakeholder through their networks, events or conferences, they are invited to inform FEHRL (respective Task leader) as soon as possible, either by email or during the next planned WP2–WP6 coordination meeting. At this introductory phase, no formal assessment is required. A brief description of the initiative and the nature of the contact is sufficient. FEHRL afterwards assesses the strategic relevance of the liaison together with the relevant partners and, where appropriate, supports follow-up actions. All approved liaisons are then recorded in the shared "Liaison with External Initiatives" register, reviewed regularly at each WP6-WP2 meeting. The partner initiating the contact is identified as the liaison lead, while FEHRL may provide support in preparing cooperation proposals, outreach activities or communication with external counterparts. Partners are encouraged to report potential liaisons even at an early or exploratory stage, as informal contacts may evolve into valuable cooperation opportunities throughout the project lifecycle.

### 4.3. Online Engagement Channels

The online engagement channels developed in the first part of the project and described in D2.1, section 4.3, remain in place in the second half of the project.

There is a distinction between online tools to promote and disseminate the project activities and results, and online tools supporting engagement. The project website, newsletters and social media set up and managed by ECTRI ensure promotion and dissemination. The newsletter mailing list can be used for outreach to specific stakeholder categories in case the consortium lacks responsive contacts in these categories. The Stakeholder Forum set up and managed by POLIS supports direct interaction with stakeholders, enabling them to post and comment as well as to register to events and be informed of other members of the community.

## Project Website

On the [RESKILLING website](#), a dedicated Stakeholder Forum Section presents the online space for RESKILLING stakeholders, detailing the purpose of the forum and benefits of joining, as well as the procedure to follow to join, including a specifically created video.

The website also hosts deliverables, articles and newsletters already sent, which include extensive information about the RESKILLING stakeholder community, its building process, structure, purpose, and way of working.

The website and its materials will remain publicly accessible for at least three years after the project's conclusion, to ensure sustained knowledge access and policy use.

## Mailing List and Newsletters

Stakeholders registered through the website are invited to subscribe to the RESKILLING newsletters. The RESKILLING Newsletter is also sent to subscribers through the LinkedIn registration link. The purpose of newsletters is described in D2.1.

## Social Media

The RESKILLING LinkedIn page and YouTube channel are described in D2.1 as well as how they support stakeholder engagement. Further details are available in D6.1 Communication, Dissemination and Exploitation (CDE) strategy.

## Stakeholder Forum

This Forum was set up independently from the website and is managed by POLIS since September 2025 (M9). It is linked on the RESKILLING website in the Stakeholder Forum part. Its purpose is described in D2.1, section 4.3. This section describes the Forum structure and content and gives an overview of its membership. Report on statistics will be available in the stakeholder engagement report final version at M36. Statistics are regularly monitored and will be updated through project milestones at M24 and 30.

In the first half of the project, the Forum has successfully onboarded more than 80 members, representing the diversity of the RESKILLING stakeholder ecosystem. Members include representatives from transport operators, industry, workers' organisations, public authorities, funders and insurers, researchers and educators, and end-user groups, reflecting the stakeholder segmentation developed under task 2.1. To support targeted engagement, the Forum is structured around both general project spaces and stakeholder-specific sections.

General sections currently include:

- Home and project updates
- News
- RESKILLING goals
- Events & Activities
- Community Guidelines
- Socio-economic effects of CCAM





Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNsport

- Resources related to employment, growth, and labour transformation

Stakeholder-specific spaces currently include:

- Transport Operators
- Industry
- Workers
- Public Authorities
- Funders & Insurers
- Researchers & Educators
- End Users

So far, the Forum has supported RESKILLING activities by:

- Disseminating project news, events, and engagement opportunities to the stakeholder community;
- Sharing resources and updates related to CCAM deployment, labour market transformation, and skills development;
- Supporting follow-up communication after bilateral stakeholder outreach, workshops, and project events;
- Providing a structured digital environment for onboarding and retaining stakeholders identified through the WP2 mapping process.

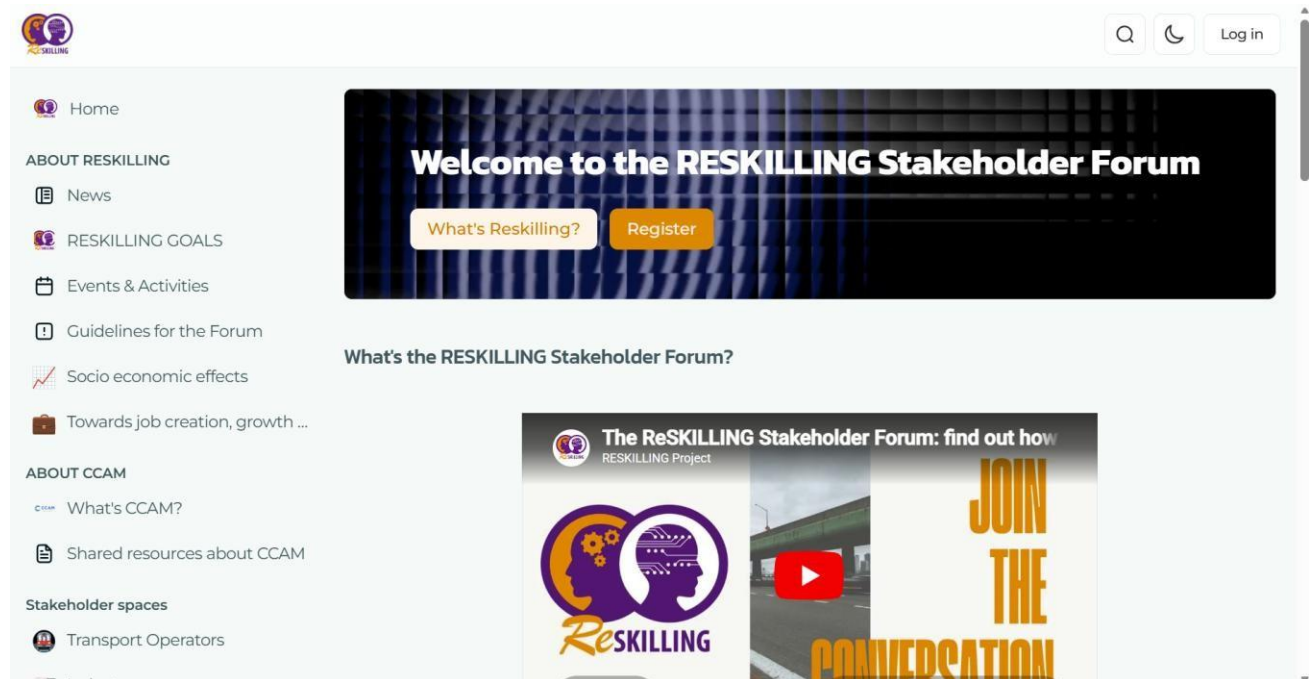


Figure 2. RESKILLING Stakeholder Forum, 11 June 2026



## 4.4. Offline Engagement Channels

Offline engagement channels set up in RESKILLING are described in D2.1. This section provides an update on the planned exploitation of these channels in the second part of the project.

### Events and Meetings

D2.1 distinguishes two types of events and meetings: internal co-creation events organised by RESKILLING and external events with RESKILLING participation. Both contribute to stakeholder engagement, but at different stages. WP2 coordinates internally organised meetings for co-creation, while WP6 coordinates participation in external events.

In the first half of the project, one in person meeting was organised by RESKILLING partners for co-creation, in the framework of WP3, to collect inputs for tasks 3.1 and 3.2. Report on this event can be found in the Stakeholder Engagement report final update (D2.4) at M36, and is updated in the project milestones at M18, which is not public. Other co-creation events were organised online: annual virtual stakeholder event (WP2), AB annual meeting (WP2) and second workshop (WP3 and 4 combined).

In the second half of the project, one more workshop will be organised in person at M21 in the framework of WP4, to collect input on business models for CCAM deployment. Other meetings will take place online, and as well as multiple interviews for the different tasks, as described both in section 4.1 and 5 of this deliverable, and summarised in the table of Annex 2. Updated timeline of engagement.

### Physical Communication Materials

The plan for physical communication materials development along the project is described in D2.1, section 4.4 Offline engagement channels. These materials are developed in the framework of WP6, and disseminated at external events, as monitored through WP6 channels and reported in WP6 deliverables.

## 5. Timeline

This section provides an overview of the stakeholder engagement activities scheduled in the second half of the RESKILLING project – as exposed in section 4.1 of this deliverable. The list was included in D2.1 as well, in addition to the timeline of activities planned for the first half of the project. For the second half, no changes are foreseen in the plan already established early in the project.

- **Coordination Mechanism**

To ensure consistency and quality in stakeholder interactions, all partners leading engagement activities must follow a coordination mechanism defined by POLIS in D2.1, section 5.

In addition, POLIS has a dedicated budget to support stakeholder engagement in-person events and has set up a table to follow-up on expenses and ensure equitable financial support for all events. Event organisers should complete and update this table during the course of the project, as more details on their events become concrete.

POLIS also provides a satisfaction survey template for event organisers to follow the satisfaction level of their participants and ensure progress in stakeholder engagement along the project. This satisfaction survey template is available in Annex 3.

- **Activities planned per year**

- Year 2 (M13–M24) – starting from M19 after deliverable submission
  - M21: Second co-creation lab (WP4 – VDI/VDE-IT).
  - M24: Second Advisory Board meeting to review mid-term progress.
- Year 3 (M25–M36)
  - M27: Third co-creation lab (WP4 – VDI/VDE-IT).
  - M28: Second Stakeholder Engagement Event (virtual), testing replication approaches and draft recommendations.
  - M30–M32: Stakeholder consultations for assessing toolkit transferability (WP4 – EURNEX).
  - M32–M34: Consultations for policy guidelines and roadmap development (WP5 – VUB).
  - M35: Final conference (WP6 – ECTRI) with high-level stakeholder participation.
  - M36: Final Advisory Board meeting and consolidated reporting of stakeholder engagement (T2.3).

This timeline ensures that stakeholder engagement is embedded across all phases of RESKILLING and remains coherent, targeted, and inclusive. Each engagement moment contributes to both project outputs and community-building efforts, with the Engagement Tracking Tool (ETT) and Repository supporting traceability, analysis, and follow-up. The visual timeline prepared in D2.1 and shared with partners to ensure alignment has been updated in this deliverable. It is available in annex 2 (See part 10. Annexes).

## 6. Monitoring and Evaluation

The two tracking tools set up in D2.1 are being used by partners and support regular report updates, which will be combined in the final report in M36 (deliverable 2.4). The tools' updates are described below.

### 6.1. Engagement Tracking Tool

The ETT format and update method are the same as in D2.1.

The only update is that a new column has been added at the first update to follow stakeholder satisfaction with each activity, based on the template satisfaction survey to be found in Annex 3.

|  |                                |               | RESKILLING Stakeholder Engagement Tracking Tool |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
|-----------------------------------------------------------------------------------|--------------------------------|---------------|-------------------------------------------------|-----------------------------|-----------|---------------------------------------------------------|---------------------|-----------|------------------------|-----------|----------------------------|-----------|--------------------|-----------|---------------------------------------|-----------|-----------------|-----------|-----------|-----------|------------------|-----------|
| Task                                                                              | Activity                       | Date          | Online/In-Person                                | Total # Engaged individuals |           | Engagement satisfaction                                 | Transport Operators |           |                        |           |                            |           | Industry           |           |                                       |           |                 |           |           |           |                  |           |
|                                                                                   |                                |               |                                                 | Total                       | Returning | Average Satisfaction from feedback (scale 1-4 with 4=1) | # Service providers |           | # Technology providers |           | # Infrastructure operators |           | Transport industry |           | Recycling & waste management industry |           | Energy industry |           | Buildings |           | Telecom industry |           |
|                                                                                   |                                |               |                                                 |                             |           |                                                         | Total               | Returning | Total                  | Returning | Total                      | Returning | Total              | Returning | Total                                 | Returning | Total           | Returning | Total     | Returning | Total            | Returning |
| T2.2 (POLIS)                                                                      | 1st Stakeholder Annual meeting | 16/12/2025    | Online                                          | 61                          | N/A       | 3                                                       | 8                   | /         |                        | 2         | /                          | /         | /                  | 1         | /                                     | /         | /               | /         | /         | /         | /                | /         |
| T2.4 (IRF)                                                                        | 1st AB meeting                 | ??            | Online                                          |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T2.4 (IRF)                                                                        | 2nd AB meeting                 | 16/12/2025    | Online                                          |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T3.1 (ZLC)                                                                        | Consultation for D3.1          | Feb-Dec 2025  | ??                                              |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T3.2 (ECORYS)                                                                     | First workshop                 | 8/10/2025     | In-person                                       | 18                          | /         | 4                                                       | /                   | /         | /                      | /         | /                          | /         | /                  | 3         | /                                     | /         | /               | /         | /         | /         | /                |           |
| T3.2 (ECORYS)                                                                     | Interviews                     | Oct-Jun 2026  | Online                                          |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T3.3 (CERTH)                                                                      | Interviews                     | Oct-Apr 2026  | Online                                          |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T4.1 (EBC)                                                                        | Industry interviews            | Oct-Dec 2026  | Online                                          |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T4.1 (EBC)                                                                        | BM Camp workshop               | Aug-Sept 2026 | In-person                                       |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T4.2 (VDI/VDE-IT)                                                                 | Social innovation interviews   | Oct-Dec 2026  |                                                 |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T4.2 (VDI/VDE-IT)                                                                 | Co-creation lab 1              | May 2026      | In-person                                       |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T4.2 (VDI/VDE-IT)                                                                 | Co-creation lab 2              | Sept. 2026    | In-person                                       |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T4.2 (VDI/VDE-IT)                                                                 | Co-creation lab 3              | March 2027    | In-person                                       |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |
| T4.3 (ZLC)                                                                        | AHP re-training engagement     | Jan-May 2026  | ?                                               |                             |           |                                                         |                     |           |                        |           |                            |           |                    |           |                                       |           |                 |           |           |           |                  |           |

Figure 3. RESKILLING Engagement Tracking Tool, POLIS, Brussels, April 21, 2026

## 6.2. Repository

The Repository format and update methods are still the same as in D2.1 as well.

Completion has started, but regularity is difficult and identifying stakeholders' role is challenging due to the multiple profiles of several stakeholders. Better monitoring is needed and will be defined in the next months.

| RESKILLING Stakeholder Repository |                   |       |                |                        |                           |                          |                   |                      |                |                  |                  |                                 |                     |                    |                      |                        |
|-----------------------------------|-------------------|-------|----------------|------------------------|---------------------------|--------------------------|-------------------|----------------------|----------------|------------------|------------------|---------------------------------|---------------------|--------------------|----------------------|------------------------|
| Organisation                      | Name              | Email | Country        | Position / Role        | Stakeholder Main category | Stakeholder Sub category | Last contacted by | Last Date of Contact | Contact Method | Engagement level | Engagement level | Areas of Interest               | Engaged in Activity | Satisfaction Level | Satisfaction Comment | Relevant to RESKILLING |
| Organisation                      | Name              | Email | Country        | Position / Role        | Stakeholder Main category | Stakeholder Sub category | Last contacted by | Last Date of Contact | Contact Method | Engagement level | Engagement level | Areas of Interest               | Engaged in Activity | Satisfaction Level | Satisfaction Comment | Relevant to RESKILLING |
| ITS Australia                     | Susan Harris      |       | Australia      | CEO                    | Industry                  | Transport industry       | IRF               |                      |                | Awareness        | Awareness        | 2. Expression of interest       |                     |                    |                      |                        |
| University of South Wales         | Ann WILLIAMSON    |       | South Wales    | Researcher & Educators | Transport industry        | IRF                      |                   |                      |                | Awareness        | Awareness        | 3. Participation & Contribution |                     |                    |                      |                        |
| Statorix (Netherlands)            | Adam Siskin       |       | Japan          | Team leader            | Researcher & Educators    | Transport industry       | IRF               |                      |                | Awareness        | Awareness        | 4. Active input provision       |                     |                    |                      |                        |
| Research (COPRI)                  | Federica Blassoni |       | Italy          | department             | Researcher & Educators    |                          | DBL               | 10/11/2025           | email          |                  |                  | 5. Additional suggestions       |                     |                    |                      |                        |
| Polis                             | Gianluca Di Furio |       | Slovenia       | logistic operator      | Transport Operators       |                          | DBL               | 10/11/2025           | email          |                  |                  | 6. Dissemination support        |                     |                    |                      |                        |
| Research Center                   | Katja Sajk        |       | Czech Republic | Researcher             | Researcher & Educators    | Infrastructure operators | FEHLR             | 15/11/2025           | email          |                  |                  | 7. Active connections setup     |                     |                    |                      |                        |
| FEHLR                             | Adam Siskin       |       | France         | Researcher             | Researcher & Educators    | Researcher               | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Sergio Fernandez  |       | Spain          | Head of Dept           | Transport Operators       | Service providers        | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Amr Elwanly       |       | Latvia         | Researcher             | Researcher & Educators    | Researcher               | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Chandrabhathi     |       | Ireland        | Researcher             | Researcher & Educators    | Universities             | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Dominique Gruyer  |       | France         | Research Director      | Researcher & Educators    | Researcher               | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Corio Violet      |       | Slovenia       | Researcher             | Researcher & Educators    | Researcher               | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Abdelmalek Haddi  |       | France         | Research Director      | Researcher & Educators    | Researcher               | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Abdelmalek Haddi  |       | Ireland        | Professor              | Researcher & Educators    | Universities             | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Gasparyan         |       | Ireland        | Professor              | Researcher & Educators    | Universities             | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Edina Ghosh       |       | Ireland        | Professor              | Researcher & Educators    | Universities             | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Maria Kallina     |       | Latvia         | Professor              | Researcher & Educators    | Universities             | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Janis Barbars     |       | Latvia         | Head of Dept           | Transport Operators       | Infrastructure operators | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Janis Barbars     |       | Spain          | Project Manager        | Transport Operators       | Infrastructure operators | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Cesar Omar Chacon |       | Spain          | Engineer               | Transport Operators       | Service providers        | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Dana Stanyova     |       | Slovakia       | Head of Dept           | Researcher & Educators    | Universities             | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Christina Pili    |       | Greece         | Professor              | Researcher & Educators    | Universities             | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Sandra Patsika    |       | Spain          | Head of Dept           | Researcher & Educators    | Researcher               | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |
| FEHLR                             | Ayline Ortel      |       | Switzerland    | Professor              | Researcher & Educators    | Universities             | FEHLR             | 15/11/2025           | email          |                  |                  |                                 |                     |                    |                      |                        |

Figure 4. RESKILLING Stakeholder Repository, POLIS, Brussels, April 21, 2026

## 7. Next steps

### 7.1. Implementation and Update

This updated methodology is implemented in a coordinated manner between all RESKILLING partners, under the lead of POLIS. Reporting tools are monitored monthly at the occasion of WP6 meetings.

Deliverable 2.3 includes a version of the two tools mentioned. The update of D2.3 includes an update of the tools' completion and results, indicating the RESKILLING stakeholder engagement performance by the time of the update. The final version of the report, including stakeholder engagement results based on the tools' completion, will be available at M36 in D2.4 Stakeholder Engagement Report Final version.

## 7.2. Risk Management

The main risks identified in D2.1 in relation with stakeholder engagement have been updated with the risks identified in WP1 Project management.

### Risk 1. Low participation from key stakeholder groups

There is a possibility that certain stakeholder categories—despite being strategically relevant—may deprioritise engagement due to limited resources, lack of alignment, or competing agendas

- ➔ This risk has partially materialised, with some transport operators and logistics service providers declining participation due to other priorities. However, this sector is largely represented with other stakeholders from the same category.
- ➔ Funders & insurers have been less involved in the first half of the project, with fewer contacts in the RESKILLING consortium, but their involvement was less capital in the activities where they were less represented. An effort will be done to involve them more in the second half of the project.

#### Mitigation:

A structured coordination mechanism is in place whereby WP leads must notify POLIS, as engagement coordinator, prior to stakeholder outreach. This allows targeted support and matchmaking via the Stakeholder Repository, which stores relevant profiles, past interactions, and engagement preferences. Where gaps are detected, POLIS can initiate targeted re-engagement campaigns (e.g. direct emails, follow-up calls, additional rounds of invitations). The repository also helps track balance between categories, ensuring proportional representation.

### Risk 2. Stakeholder fatigue or one-time participation

Stakeholders may contribute once (e.g. via interview or workshop) but not remain active throughout the project lifecycle. They might feel over solicited as well because of similar initiatives in related projects.

- ➔ This risk has partially materialised. Several stakeholders have contributed only once in the first half of the project, but this is mainly because they were solicited only once in order to enlarge the diversity of stakeholders involved.
- ➔ No issue of over solicitation was communicated or perceived.

#### Mitigation:

The Stakeholder Forum offers a persistent and evolving digital space for continued interaction. Stakeholders will be onboarded after every major activity (e.g. workshops, surveys) and invited to follow targeted discussion threads by category or interest. The Stakeholder Repository identifies inactive or low-return participants and prompts specific re-engagement actions, supported by WP leads and WP6. Collaboration with related projects should also support coordinated outreach and avoid multiple requests to the same audience.

### Risk 3. Low uptake of the online Stakeholder Forum

Despite being designed as a key engagement tool, the Forum may suffer from limited use if not clearly structured or promoted.

- ➔ This risk has materialised. 80 members on the Forum is under the numbers targeted by the consortium. The mitigation process detailed hereunder needs to be activated, and more content needs to be integrated in the platform.

**Mitigation:**

Forum content is curated by POLIS and WP lead partners to align with stakeholder profiles: announcements, thematic spaces, and Q&As reflect real-time project activities and stakeholder concerns. The Forum is also used to disseminate updates tied to stakeholder roles (e.g. job taxonomy, curricula, roadmap). To ensure uptake, all stakeholders engaged offline receive personalised invitations and are offered onboarding support. A review of the stakeholder platform analytics takes place every month with WP2 partners to diagnose the integration of stakeholders into the platform with the subsequent measures to act in case of negative feedback.

**Risk 4. Uneven coverage of stakeholder groups or underrepresentation of key geographies**

Despite efforts to map and include a broad pool of stakeholders, some regions or sub-groups may remain underrepresented. In addition, stakeholder categories may not be entirely matched with relevant contacts.

- ➔ This risk has partially materialised. Some workers' groups were not well represented in the first half of the project, but new contacts have been established and the collaboration with CCAM-ERAS can support the implementation of the mitigation method proposed hereunder.

**Mitigation:**

The Repository includes geographical markers and is reviewed biannually to identify coverage gaps. Partners from underrepresented regions are encouraged to nominate candidates or institutions for involvement, while an active effort is taken from POLIS together with Communication Lead ECTRI. The Advisory Board also includes members from diverse contexts, and their networks is leveraged to improve regional balance. Stakeholder communities of other CCAM-related initiatives can be exploited as well.

**Risk 5. Stakeholder mapping is too wide**

The diversity of stakeholders initially engaged is too wide, thus not possible to address their interests effectively or conflicting interests.

- ➔ This risk has partially materialised. Some categories were more involved than others in the activities of the first part of the project. However, as observed above, this is more connected to the focus of the research work led by partners organising the engagement activities, and should be solved in the second half of the project.

**Mitigation:**

Regular reporting enables to monitor the involvement of stakeholders, and their satisfaction related to their involvement. Individual outreach by partners allocates responsibility for stakeholder satisfaction to all partners, facilitating the anticipation and follow-up of potential disinterest or conflicting interest.

#### **Risk 6. Limited participation or inconsistent engagement from Advisory Board members**

Competing priorities of AB members and limited availability, as well as unclear added value of contribution for them might lead to reduced quality of feedback, weaker strategic guidance, and missed opportunities for external validation.

➔ This risk has not materialised.

##### **Mitigation:**

Detect through monitoring of participation at meetings and follow-up on responses to consultation requests. Establish a clear engagement plan (regular meetings, agendas, recognition of contributions) and organise one-to-one follow-up meetings with inactive members to refresh their membership if necessary.

#### **Risk 7. International organisations outside Europe may not actively participate in RESKILLING activities**

Limited resources/time of international organisations and a lack of incentives for active participation might cause a reduced diversity of perspectives, weaker validation of project results, and lower international impact.

➔ This risk has not materialised.

##### **Mitigation:**

Detect through monitoring of participation at meetings and follow-up on responses to consultation requests. Solve with early and personalised engagement with organisations, clear articulation of benefits for them, use of flexible formats (online/recorded inputs), and follow-up after events to maintain interest.

#### **Risk 8. Lack of contribution of partners in the establishment of the Stakeholder Community**

A lack of time and engagement from partners conjugated with misunderstanding of the tools to use for stakeholder list establishment could lead to an incomplete Stakeholder Community and a lack of representativity of specific stakeholder categories, affecting the comprehensiveness of the RESKILLING work.

➔ This risk has materialised. The completion of the monitoring tools and the registration on the stakeholder forum are very scarce among members. The mitigation method described hereunder must be activated.

##### **Mitigation:**

1/ Set up efficient tools to collect names & manage stakeholder community building and maintenance; 2/ Inform and update partners on the tools and how their contributions are used; 3/ Ensure contact between the stakeholder community and the partners so they see the result of their contribution.

#### **Risk 9. Wrong metrics to monitor and measure stakeholder engagement**

Since monitoring tools are established at the beginning of the project, the key performance indicators might appear irrelevant or too complex to monitor during the project



→ This risk has not materialised.

**Mitigation:**

Involvement of all partners in the feedback on the tools as described both in the engagement plan and the first report version to ensure relevant from diverse perspectives. Update of the report and the tools used regularly during the project.

**Risk 10. Multiple outreaches to stakeholder community challenges the coordination capacity**

Intense networking activities from the RESKILLING partners might lead to multiple outreaches to external stakeholders, through related initiatives and direct contacts, which might complicate the coordination. Multiple simultaneous need in terms of stakeholder engagement could also be challenging to avoid overwhelming stakeholders.

→ This risk has not materialised.

**Mitigation:**

Ensure clarity of the outreach procedure and correct use of the monitoring tool. Frequently exchange with partners to remain aware of their needs in terms of engagement and update the planning tools together with the monitoring ones. Coordinate with the promotion work package (WP6) to align messages and timeline.

## 8. Conclusions

The update of the stakeholder engagement plan shows that the methodology set up at the beginning of the project was solid and remains valid. Stakeholder engagement has supported research work as needed in the first half of the project.

However, several risks have materialized and more efforts are needed to monitor engagement and keep members of the stakeholder community active. In addition, to exploit the full potential of the tools developed in the framework of this plan, better implementation of the plan is needed.

These are the main points of attention to ensure the success of stakeholder engagement in the second half of the project. To address these, a better coordination process with RESKILLING partners is progressively implemented, ensuring information about stakeholder engagement activities is well shared with the whole consortium. This process corresponds to the regular WP2-WP6 meetings, live exchanges during Partner Core Group and Partner Board meetings, and regular monitoring of the tools included in T2.3 Stakeholder engagement report, in addition to a more regular follow-up of activities in the Stakeholder Forum, and if the need emerges, a feeding plan for this Forum to constantly remain relevant.

Results will be available in the Stakeholder Engagement Report final version (D2.4), available at M36 (December 2027). These results will be monitored until then at project milestones in M24 and 30 (December 2026 and June 2027). This regular monitoring should enable the follow-up of the risks identified in this plan, and the tracking of engagement performance, to ensure an optimal contribution





to the research activities and project outcomes. Finally, stakeholder engagement performance will also be measured through the legacy of the community – which is a specific section of D2.3 and 2.4 and constitutes an important aspect of the stakeholder engagement approach of RESKILLING, in the framework of its cooperation with the CCAM partnership.

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#### Additional

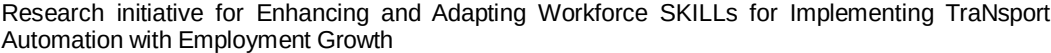
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Sinfonica Project. (2023). *CCAM vocabulary and stakeholders' needs and requirements for CCAM solutions*. <https://sinfonica.eu/wp-content/uploads/2023/07/D1.2-CCAM-vocabulary-and-stakeholders-needs-and-requirements-for-CCAM-solutions.pdf>

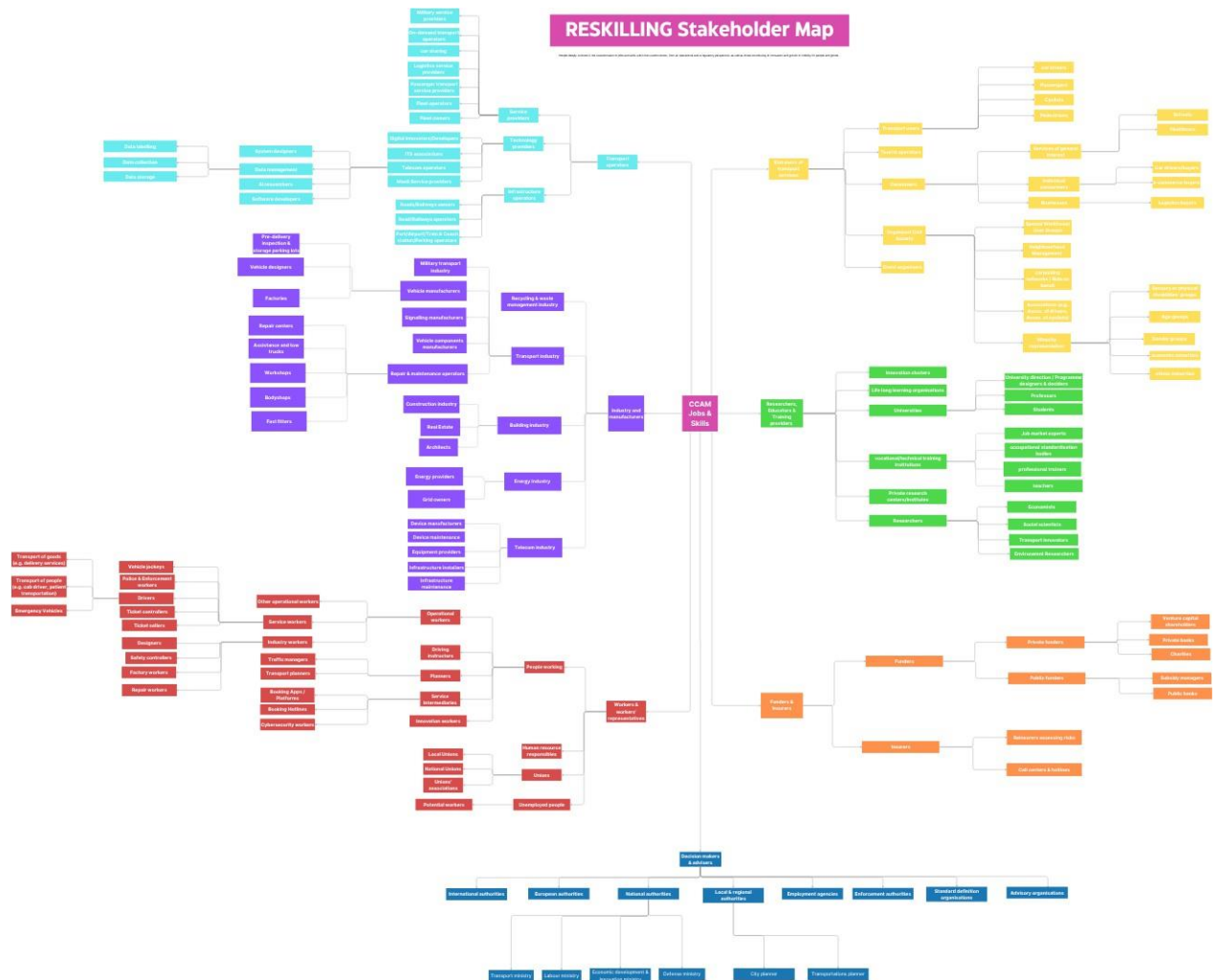


Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNsport

## 10. Annexes



## 10.1. Annex 1: Stakeholder Map



## 10.2. Annex 2: Updated Stakeholder Engagement Timeline

### 10.2.1. Annex 2.1: Updated Overall Engagement Timeline

[illegible]

### 10.2.2. Annex 2.2: Updated Engagement Timeline by Stakeholder Category

| Stakeholder Main Categories | Stakeholder Sub-Categories                                                                                                                                                           | Definition                                                                                                                                                                   | Stakeholder Profiles                           | Stakeholder Sub-Profiles                                                                       | Stakeholder examples                                                                                                                                                                                                                                                         | Identified Contacts                                                                                                                                                                                                                                                                                                                     | Related Partner                                                                                                    | Relevance                                                                                                          | Benefits                                                                                        | Timeline                                                                                                                                                                                                                                                                          |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transport operators         | Service providers                                                                                                                                                                    | All organisations or individuals providing a transport service, of passengers or goods, a service enabling a transport service, such as vehicle fleet management for example | Passenger transport service providers          |                                                                                                |                                                                                                                                                                                                                                                                              | (per.yngrenius@vasttrafik.se)<br>* Mattias Nässström - Östgötatrafiken (mattias.nassstrom@ostgotatrafiken.se)<br>* Vibeke Harlem - RUTER (vibeke.harlem@ruter.no)<br>* Adrian Ulisse - Uber<br>* BKK - Patrk Toth<br>* EMT Valencia - Luis Roda<br>* RATP - Françoise-Xavier Nourbaum<br>* BW local PT operation - Martin Schiefelbusch | VTI<br>VTI<br>VTI<br>POLIS<br>POLIS<br>POLIS<br>POLIS                                                              | Provide real-world use cases, user feedback, and infrastructure access for deployment and piloting of tools.       | Gain early access to tools and strategies that enhance operational models and service delivery. | M1-12 Interviews for T3.1<br>M3-16 Interviews for T3.2<br>M9 & M17 workshops for T3.2<br>M3-18 Interviews for T3.3 & T3.4<br>M12-18 Support Use case definition for T3.5<br>M9-15 Interviews for T4.2<br>M15, 21, 27 Labs for T4.2<br>M24-32 feedback on recommendations for T5.3 |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              |                                                | Logistics service providers                                                                    |                                                                                                                                                                                                                                                                              | * Riga Sattikene - Inga Krūle<br>* Kenan Advantage Group - Jude Groves<br>* Boston Shipyards - Riga Logistics services                                                                                                                                                                                                                  | POLIS<br>Lk Newsletter<br>TSI                                                                                      |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              |                                                | Fleet owners                                                                                   |                                                                                                                                                                                                                                                                              | * CNIRIDE - Zihui Jie<br>* Nanya - Emily Boulle (may be able to help)<br>* EasyMile - ?                                                                                                                                                                                                                                                 | POLIS<br>VTI<br>VTI                                                                                                |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              |                                                | Fleet operators                                                                                |                                                                                                                                                                                                                                                                              | * Pia Wik - Eiride (can help getting right person)<br>* Transdev - No contact<br>* Keolis - Eric Calté<br>* Valladolid bus operators - Beatriz Machon                                                                                                                                                                                   | VTI<br>VTI<br>VTI<br>POLIS                                                                                         |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              |                                                | On demand transport operators                                                                  |                                                                                                                                                                                                                                                                              | * Uber - Zuzanna Puckova<br>* Transport Emile Weber Luxembourg - Jérôme Slag<br>* GoGo - Patrjia Vrtic                                                                                                                                                                                                                                  | POLIS<br>LIST<br>DeepBlue                                                                                          |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              |                                                | Car-sharing platform operators                                                                 |                                                                                                                                                                                                                                                                              | * Poppy - Max Lewandowski                                                                                                                                                                                                                                                                                                               | VUB                                                                                                                |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              |                                                | Military transport service providers                                                           |                                                                                                                                                                                                                                                                              | * Tunisian airforce - Saeedine Dedi<br>* Hellenic Army Academy - Ilias Panagiot                                                                                                                                                                                                                                                         | Lk Newsletter<br>Lk Newsletter                                                                                     |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             | Technology providers                                                                                                                                                                 | All organisations or individuals delivering a technological service enabling a transport operation, such as developing or maintaining an information software for example    | Digital innovators/developers                  | On-demand platform providers<br>Telco, cloud services, security<br>Autonomous driving software |                                                                                                                                                                                                                                                                              | * Telsa - person to be specified<br>* Pony.AI - Andreas Reschka                                                                                                                                                                                                                                                                         | VTI<br>LIST                                                                                                        | Enable the technological integration and application of RESKILLING tools through innovation and product alignment. | Align product offerings with cutting-edge CCAM workforce and policy strategies.                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              | ITS associations                               |                                                                                                | * Stéphane Dreher - ERTICO<br>* John Paddington - ERTICO<br>* Jan Costze - ITS Engingnoers<br>* Susan Harris - ITS Australia                                                                                                                                                 | IRF<br>Lk Newsletter / POLIS<br>IRF<br>IRF                                                                                                                                                                                                                                                                                              |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              | System designers                               | Data collection<br>Data storage<br>Data labelling                                              | * Cybersecurity ICSec - Katarzyna Berbe                                                                                                                                                                                                                                      | Lk Newsletter                                                                                                                                                                                                                                                                                                                           |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              | Data management                                |                                                                                                |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              | AI researchers                                 |                                                                                                | * Telecom Italia - Massimo Valla                                                                                                                                                                                                                                             | CERTH                                                                                                                                                                                                                                                                                                                                   |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              | Telecom operators                              |                                                                                                | * Dynatrac - Nikolajs Vasiljevs<br>* Humanising Autonomy - Patricia La Torre                                                                                                                                                                                                 | Lk Newsletter<br>CERTH                                                                                                                                                                                                                                                                                                                  |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              | Software developers                            |                                                                                                | * Ptoya (Brussels) - No contact<br>* PTV Group - Ricardo Lajavary<br>* Padam Mobility - Thibault Lévesque-Weber                                                                                                                                                              | POLIS<br>CERTH<br>CERTH                                                                                                                                                                                                                                                                                                                 |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              | MaxS service providers                         |                                                                                                |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
| Infrastructure operators    | All organisations or individuals managing infrastructure enabling transport, such as roads, railways, stations, etc.                                                                 | Road/Railways owners                                                                                                                                                         |                                                |                                                                                                | UIC (International Union Railways) Artur Fojus                                                                                                                                                                                                                               | POLIS<br>EURNEX                                                                                                                                                                                                                                                                                                                         | Support the adaptation and testing of infrastructure to meet new mobility demands, aligning with CCAM development. | Shape the adaptation of infrastructure to emerging technological and social demands.                               |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      | Road/railway operators                                                                                                                                                       |                                                |                                                                                                | * SBB - No contact yet<br>* Olympia Odos Operation - Yannis Handanos                                                                                                                                                                                                         | POLIS<br>Lk Newsletter                                                                                                                                                                                                                                                                                                                  |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      | Ports/Airports/Train & Coach stations/Parking operators                                                                                                                      |                                                |                                                                                                | * Port of Rotterdam - Ingrid Römers<br>* Port of Antwerp - No contact yet<br>* Brussels airport - Elke Bossaert<br>* Riga International Airport - Arturs Savjels<br>* Coach Station (RUCI) - Vaira Grunule                                                                   | POLIS<br>POLIS<br>POLIS<br>TSI<br>TSI                                                                                                                                                                                                                                                                                                   |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
| Transport industry          | All organisations or individuals designing and producing equipment enabling a transport service, such as vehicles and vehicle components, signalling and communication devices, etc. | Vehicle manufacturers                                                                                                                                                        | Vehicle designers                              |                                                                                                | * Mats Rosenquist - Volvo Trucks (can help getting in touch with right person)<br>* Stefan Christlein - Volvo Cars (as above)<br>* Azra Habibovic - Scania (as above)<br>* other OEMs in CCAM Partnership<br>* Orlino - Robert Sylora<br>* Nedvee Izrael - Edward Vosilevsky | VTI<br>VTI<br>VTI<br>via VTI<br>LIST<br>Lk Newsletter                                                                                                                                                                                                                                                                                   |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              |                                                |                                                                                                | * Mats Rosenquist - Volvo Trucks (can help getting in touch with right person)<br>* Stefan Christlein - Volvo Cars (as above)<br>* Azra Habibovic - Scania (as above)                                                                                                        | VTI<br>VTI<br>VTI                                                                                                                                                                                                                                                                                                                       |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              | Factories                                      |                                                                                                |                                                                                                                                                                                                                                                                              | * Christian Schmitt - Bosch (can help getting in touch with right person)<br>* Jonas Ekmark - Zenseact (can help getting in touch with right person)<br>* Dico Method - Al-Gobed Automotive                                                                                                                                             |                                                                                                                    |                                                                                                                    | VTI<br>VTI<br>VTI                                                                               |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      | Vehicle components manufacturers                                                                                                                                             | Pre-delivery inspection & storage parking lots |                                                                                                |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |
|                             |                                                                                                                                                                                      |                                                                                                                                                                              |                                                |                                                                                                |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                    |                                                                                                                    |                                                                                                 |                                                                                                                                                                                                                                                                                   |



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## Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TrAnsport

|                            |                                   |                                                                                                                                                                             |                                                                                 |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                         |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|----------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Decision makers & advisers | International authorities         | All organisations or individuals making decisions affecting the provision and improvement of transport services and the deployment of CCAM, at international level          |                                                                                 |                                                                |  | The UIC, but not for CCAM, Railway (Artur Fajud)                                                                                                                                                                                                                                                                                                                                                                                                                                | EURNEX                                                                                                                                                                                                                                                  | Standards & policies influencing CCAM deployment                                     | Insights from global best practices                                                                                                                                                                                                               |                                                                                                                                                                                                               |                                                                                                 |
|                            | European authorities              | All organisations or individuals making decisions affecting the provision and improvement of transport services and the deployment of CCAM, at European level               |                                                                                 |                                                                |  | * DG EMPL - Guillaume Heninmet<br>* DG MOVE - Ellen Durst & Elisabeth Kottaus<br>* DG RTD - Patrick Mercier Handisyde<br>* European Commission - Louise Duboz                                                                                                                                                                                                                                                                                                                   | POLIS<br>Lk Newsletter / POLIS<br>Lk Newsletter                                                                                                                                                                                                         | Regulatory framework & funding for CCAM deployment                                   | Harmonisation across sites/MS; Stakeholder cooperation facilitation                                                                                                                                                                               |                                                                                                                                                                                                               |                                                                                                 |
|                            | National authorities              | All organisations or individuals making decisions affecting the provision and improvement of transport services and the deployment of CCAM, at national level               | Economic development & innovation Ministry / Ministry of Education and Research |                                                                |  | * Relevant sub-departments in Federal Ministry of Research, Technology and Space<br>* State of Hamburg Ministry of economic development - Franziska Biermann<br>* Ministry of Serbia for international affairs - Dragan Stojovic<br>* Eric Ras (Lux Ministry of Education and Research)                                                                                                                                                                                         | VDI/VDE-IT<br>POLIS<br>Lk Newsletter                                                                                                                                                                                                                    | National regulatory frameworks & testing facilities impact CCAM deployment           | Ensure safety & adaptation to national regulations; Enhance national trainings with field data                                                                                                                                                    | M1-12 interviews for T3.1<br>M9 & M17 workshops for T3.2<br>M9-15 interviews for T4.2<br>M15, 21, 27 Labs for T4.2<br>M24-32 feedback on recommendations for T5.3                                             |                                                                                                 |
|                            |                                   |                                                                                                                                                                             | Labour Ministry                                                                 |                                                                |  | * Renée Thommes (Lux Labour Market)                                                                                                                                                                                                                                                                                                                                                                                                                                             | LIST                                                                                                                                                                                                                                                    |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            |                                   |                                                                                                                                                                             | Transport Ministry                                                              |                                                                |  | * Helena Gelleman - Swedish parliamentary Committee on Transport and Communications<br>* State of Baden-Württemberg, Ministry of Transport, Germany - Miriam Koch<br>* Arturs Kokars - Director of Aviation Department, Ministry of Transport, Latvia                                                                                                                                                                                                                           | VTI<br>POLIS<br>TSI                                                                                                                                                                                                                                     |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            |                                   |                                                                                                                                                                             | Defense Ministry                                                                |                                                                |  | * Deputy secretary general of the Moldovan Gov                                                                                                                                                                                                                                                                                                                                                                                                                                  | Lk Newsletter                                                                                                                                                                                                                                           |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            | Local & regional authorities      | All organisations or individuals making decisions affecting the provision and improvement of transport services and the deployment of CCAM, at local level                  | Transportation planners                                                         |                                                                |  | * Anders Wreistrand - Hassleholms commune, Sweden<br>* Christos Xenophonos - Rhode Island department of Transportation<br>* AMAT - Atefeh Asad                                                                                                                                                                                                                                                                                                                                  | Lk newsletter / VTI?<br>Lk Newsletter<br>Lk Newsletter                                                                                                                                                                                                  | CCAM integration into local environments & transport systems                         | Ensure alignment of CCAM deployment with local policy objectives; Local workforce & skills development                                                                                                                                            | Connect with the key stakeholders to progressively implement new business models facilitating the set up of innovative frameworks and solutions                                                               |                                                                                                 |
|                            |                                   |                                                                                                                                                                             | City planners                                                                   |                                                                |  | * Mikael Ivari - City of Göteborg<br>* Different cities/municipalities                                                                                                                                                                                                                                                                                                                                                                                                          | VTI<br>VDI/VDE-IT                                                                                                                                                                                                                                       |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            |                                   |                                                                                                                                                                             | Innovation, international relation & economic departments                       |                                                                |  | * Gustaf Ulander - City of Skellefteå<br>* Forum Virum Helsinki - Renée Martijne-Hartikka<br>* Berlin Development Agency - Marielies Becker<br>* Victoria Gastelz Innovation Agency - Maria Subertola<br>* Stockholm innovation dept - Kristin Bull Sæthell<br>* Val d'Oise innov & economic dept - Jean François Benon                                                                                                                                                         | VTI<br>POLIS<br>POLIS<br>POLIS<br>VTI<br>Lk Newsletter / POLIS                                                                                                                                                                                          |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            |                                   |                                                                                                                                                                             |                                                                                 |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                         |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            | Employment Agencies               | All organisations or individuals making decisions affecting the employment related to the provision and improvement of transport services and the deployment of CCAM        |                                                                                 |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | * Francis Xavier Borsi                                                                                                                                                                                                                                  | LIST                                                                                 | Understand current bottlenecks in existing worker profiles and jobs' requirements                                                                                                                                                                 | Design applicable reskilling pathways and match new learning programmes and existing needs in new transport and economic systems                                                                              | Same as above + M3-18 Interviews for T3.3 & T3.4<br>M12-18 Support Use case definition for T3.5 |
|                            | Enforcement Authorities           | All organisations or individuals responsible for the application of rules and decisions affecting transport services and CCAM deployment                                    |                                                                                 |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                         |                                                                                      | Provide knowledge on existing standards related to transport technologies and workers, as well as learning and skilling certification                                                                                                             | Support the design of plausible new upskilling and reskilling pathways, adapt existing certification processes, learn from the ground the potential implication of adopted standards and regulations in force |                                                                                                 |
|                            | Standard definition organisations | All organisations or individuals defining the standards applicable to transport services and CCAM deployment                                                                |                                                                                 |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | * TechMeet.org - Isabella Hinterleitner<br>* John Tintinalli - SAE International<br>* Johanna Tzandaki - SAE Europe<br>* IDADA + - Dana Moldovan<br>* Steve Kemdal - DVSA                                                                               | CERTH<br>IRF<br>IRF<br>Lk Newsletter<br>Website Newsletter                           |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            | Advisory organisations            | All organisations or individuals influencing decisions related to transport services and CCAM deployment, with studies and recommendations based on relevant data and facts |                                                                                 |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | * Artur Fajud - UIC<br>* Philippe Crist - ITF<br>* Dedi Wiyanto - Indonesian Transportation Society<br>* Ralph Gambetta - Smart Ticketing Alliance<br>* CCAM Partnership - Marzena Joergunoux<br>* ECVA<br>* Espace Mobilité Belgium - Dario Dessearano | EURNEX<br>POLIS<br>Lk Newsletter<br>Lk Newsletter<br>Lk Newsletter<br>VDI/VDE<br>VUB | Provide research results and strategic insights on existing challenges related to workers' situations, lacking skill development, education perspectives, and share solution ideas based on their own recommendations and previous collaborations | increase their visibility and collaborate with key stakeholders to enlarge their vision and sharpen their insights                                                                                            |                                                                                                 |
|                            |                                   |                                                                                                                                                                             |                                                                                 | Venture capital shareholders                                   |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                         |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
| Funders & Insurers         | Funders                           | All organisations or individuals financially supporting the provision or improvement of transport services and CCAM deployment                                              | Private funders                                                                 | Private banks<br>Charities<br>Subsidy managers<br>Public banks |  | * BNP Paribas Fortis - Pascal Allouard                                                                                                                                                                                                                                                                                                                                                                                                                                          | Lk Newsletter                                                                                                                                                                                                                                           | Provide a financial perspective and highlight challenges related to innovations      | Better understand criteria for procurement and financing of new business models and innovative processes                                                                                                                                          |                                                                                                                                                                                                               |                                                                                                 |
|                            |                                   |                                                                                                                                                                             | Public funders                                                                  |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                         |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            | Insurers                          | All organisations or individuals financially and legally supporting risk insurance related to CCAM deployment and transport service provision                               | Call centers & hotlines                                                         |                                                                |  | * MACIF - Nicolas Marescaux<br>* Allianz Automotive - David Hambura<br>* QAMTC - Friedrich Eppel                                                                                                                                                                                                                                                                                                                                                                                | CERTH<br>CERTH<br>CERTH                                                                                                                                                                                                                                 |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            |                                   | Reinsurers assessing risks                                                                                                                                                  |                                                                                 |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                         |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            |                                   |                                                                                                                                                                             | University director/Programme designers & deciders                              |                                                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                         |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |
|                            |                                   |                                                                                                                                                                             | Professors                                                                      |                                                                |  | * Cristina Pionello - Politecnico di Torino<br>* Fotini Kehagi - Aristotle University of Thessaloniki<br>* Siddhartha Khasigir - University of Warwick<br>* Bin Ran - University of Wisconsin Madison<br>* Oguchi Takashi - University of Tokyo<br>* Ann Williamson - University of South Wales<br>* Elthia Nathaniel - University of Thessaly<br>* Università Cattolica del Sacro Cuore di Milano - Federica Biasoni<br>* Università La Sapienza di Roma - Gianluca di Flumeri | IRF<br>IRF<br>IRF<br>IRF<br>IRF<br>TSI<br>DeepBlue<br>DeepBlue                                                                                                                                                                                          |                                                                                      |                                                                                                                                                                                                                                                   |                                                                                                                                                                                                               |                                                                                                 |

# Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNsport

|                                             |                                            |                                                                                                                                                             |                                     |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |  |  |
|---------------------------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--|--|
| Researchers, Educators & Training providers | Universities                               | All organisations providing education programmes related to transport services and CCAM deployment                                                          | Students                            |  |  | <ul style="list-style-type: none"> <li>* Ruben Garcia - Transport Research Centre (CDV)</li> <li>* Ruben Flores Gandur - Universidad Politécnica de Madrid</li> <li>* Marek Múzek - Transport Research Centre (CDV)</li> <li>* Maini Hero - University of Ljubljana</li> <li>* Frauke von den Driesch - German Centre for Rail Traffic Research (DZSF)</li> <li>* Luca Thomas - Federal Highway and Transport Research Institute (BAST)</li> <li>* Tobias Berg - Federal Highway and Transport Research Institute (BAST)</li> <li>* Elvis Chia Ngwen - Sapienza University of Rome</li> <li>* Diana Naranjo - Universidad Politécnica de Madrid</li> <li>* Sarah Gebhard - Institute for Road Safety Research (SWOV)</li> <li>* Diana Anapali - Hellenic Institute of Transport (HIT)</li> <li>* Maria Leventis - German Centre for Rail Traffic Research (DZSF)</li> <li>* Kristina Goos - German Aerospace Center</li> </ul> | ECTRI     |  |  |
|                                             | Researchers                                | All organisations or individuals advancing knowledge and capacity in sectors related to transport service provision and CCAM deployment                     | Economists                          |  |  | <ul style="list-style-type: none"> <li>* Bjarne Grimsrud - Institute of Transport Economics (TOI)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | IRF       |  |  |
|                                             |                                            |                                                                                                                                                             | Social scientists                   |  |  | <ul style="list-style-type: none"> <li>- Is among other things responsible for the ZIMT network (can be translated to 'together for social innovations in the mobility transition')</li> <li>- Professorship for Sustainable Mobility, in particular social science mobility research at the HWU Nürtingen-Geislingen</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | VOI/VE-IT |  |  |
|                                             |                                            |                                                                                                                                                             |                                     |  |  | <ul style="list-style-type: none"> <li>* Goethe-Universität - Prof. Dr. Martin Lanzendorf</li> <li>- Head of the Frankfurt Lab for Social-Ecological Transformation of Urban Mobility, e.g. publication 'Social Innovations and the Social-Ecological Transformation of Urban Mobility' (2025)</li> <li>- background in urban mobility</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | VOI/VE-IT |  |  |
|                                             |                                            |                                                                                                                                                             | Transport innovators                |  |  | <ul style="list-style-type: none"> <li>* Jan Grippenkov - Leader of Research Group on Mobility Vehicles, Human Factors, Deutsches Zentrum für Luft- und Raumfahrt</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | VOI/VE-IT |  |  |
|                                             |                                            |                                                                                                                                                             |                                     |  |  | <ul style="list-style-type: none"> <li>* Jon Obenberger - TRB (Transportation Research Board)</li> <li>* Young-Jun MOON - KOI (Korea Transport Institute)</li> <li>* Ciara Han - NTR (National Transport Research Organisation)</li> <li>* Karla Jakeman - TRL (Transportation Research Laboratory)</li> <li>* Satoru Nakajo - Mitsubishi Research Institute</li> <li>* Council of Scientific and Industrial Research (CSIR) - no contact</li> <li>* Public Works Research Institute (PWRI) - no contact</li> <li>* Vera Shiko - Albanian self-employed transport researcher, previously Albanian Transport Institute</li> </ul>                                                                                                                                                                                                                                                                                               | IRF       |  |  |
|                                             |                                            |                                                                                                                                                             | Environment researchers             |  |  | <ul style="list-style-type: none"> <li>* Miquel - Carme Rosal, Luis Fernandez</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | CERTH     |  |  |
|                                             | Vocational/Technical training institutions | All organisations or individuals supporting capacity building and training of people whose activity enables transport service provision and CCAM deployment | Occupational standardisation bodies |  |  | <ul style="list-style-type: none"> <li>* Federal Institute of Vocational Education and Training (BIBB)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | VOI/VE-IT |  |  |
|                                             |                                            |                                                                                                                                                             | Professional trainers               |  |  | <ul style="list-style-type: none"> <li>* Matteo Sgarzi - Cetrq (French Centre for Research on Education, Training and Employment)</li> <li>* Wael K. M. Alhajjassen - Qatar Transportation and Traffic Safety Center, Qatar University</li> <li>* Malin Lundgren - Stora Holm training track for driver education</li> <li>* Claudia Keffert - Department for Vocational Education and Training, German Association of Automobile Workshops (ZDK)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | IRF       |  |  |
|                                             |                                            |                                                                                                                                                             | Teachers                            |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | VTI       |  |  |
| Transport / Infrastructure users            | Life-long learning organisations           | All organisations or individuals supporting life-long learning related to transport service provision and CCAM deployment                                   | Job market experts                  |  |  | <ul style="list-style-type: none"> <li>* NGN Institute - Shpend Aliu</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | POLIS     |  |  |
|                                             |                                            |                                                                                                                                                             |                                     |  |  | <ul style="list-style-type: none"> <li>* EARLALL - Noelia Cantero</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | POLIS     |  |  |
|                                             | Innovation Clusters                        | All organisations supporting new services or service improvement with innovations                                                                           |                                     |  |  | <ul style="list-style-type: none"> <li>* Henriette Cornet - Urban Innovate?</li> <li>* Konstantin Kolasa - E-mobility - State agency for new mobility solutions and automotive baden württemberg?</li> <li>* Malin Andersson - Drive Sweden</li> <li>* Automobile Cluster Eastern Germany (ACOD), more contacts available depending on specific issue</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | IRF       |  |  |
|                                             |                                            |                                                                                                                                                             | Car drivers                         |  |  | <ul style="list-style-type: none"> <li>* FIA</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | VOI/VE-IT |  |  |
|                                             |                                            |                                                                                                                                                             | Passengers                          |  |  | <ul style="list-style-type: none"> <li>* ERF - Delphine Grandsart &amp; Katie Bujanowski</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | POLIS     |  |  |
|                                             |                                            |                                                                                                                                                             | Cyclists                            |  |  | <ul style="list-style-type: none"> <li>* ECF - Holger Hautbold</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | POLIS     |  |  |

M1-12 Interviews for T3.1  
M3-18 Interviews for T3.2  
M9 & M17 workshops for T3.2  
M12-18 Interviews for T3.3 & T3.4  
M12-18 Support Use case definition for T3.5  
M6-32 Interviews for T4.1  
M6-15 Interviews for T4.2  
M15, 21, 27 Labs for T4.2  
M24-32 feedback on recommendations for T5.3

## Research initiative for Enhancing and Adapting Workforce SKILLS for Implementing TraNSport

|                                 |                         |                                                                                                                                                              |                                   |                                         |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|---------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------|--|---------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| End-users of transport services |                         |                                                                                                                                                              | Pedestrians                       |                                         |  | * IEP - Mario Abreu<br>* K&N Knaack - vy ardes<br>* ENAT - Ivor Ambrose<br>* ETOA - Tim Fairhurst | POLIS<br>VIT<br>CERTH<br>POLIS | Share their needs in terms of services to support the development of relevant innovations | Improved services based on more accurate technologies and better adapted workforce | M1-12 interviews for T3.1<br>M9 & M17 workshops for T3.2<br>M3-18 interviews for T3.2<br>M3-18 interviews for T3.3 & T3.4 |
|                                 | Tourist operators       | All organisations or individuals providing services related to touristic transport                                                                           |                                   |                                         |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 | Event organisers        | All organisations or individuals supporting transport services related to specific events/organisation                                                       |                                   |                                         |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 | Consumers               | All organisations or individuals buying or exploiting transport services for their own interest or for specific services, be it public or private            | Services of General interest      | Schools                                 |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              | Healthcare                        |                                         |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              | Individual Consumers              | Car drivers / Buyers                    |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              | Businesses                        | E-commerce buyers                       |  | * BELUC - Dimitri Vespine<br>* IEKA - Letitia Bessac                                              | POLIS<br>POLIS                 |                                                                                           |                                                                                    |                                                                                                                           |
|                                 | Organised civil society | All organisations representing specific interests of civil society related to particular conditions such as location, ethnicity, transport mode choice, etc. | Special workforce / User groups   | Logistics buyers                        |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              | Neighbourhood management          |                                         |  | * Vivero de Iniciativas Ciudadanas - Esau Acosta                                                  | ZLC                            |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              | Carpooling networks/Ride on bench |                                         |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              | Minority representation           | Age groups                              |  | * AGE Platform - Maciej Kucharczyk<br>* European Youth Forum - ?                                  | CERTH<br>CERTH                 |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              |                                   | Sensory or physical disabilities groups |  | * Diogo Martins<br>* European Disability Forum - ?                                                | POLIS<br>CERTH                 |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              |                                   | Gender groups                           |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              |                                   | Ethnic minorities                       |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |
|                                 |                         |                                                                                                                                                              |                                   | Economic minorities                     |  |                                                                                                   |                                |                                                                                           |                                                                                    |                                                                                                                           |



## 10.3. Annex 3: Stakeholder Satisfaction Survey Template

- What stakeholder category do you belong to?
  - Transport operator
  - Industry and manufacturers
  - Workers and workers representatives in the transport sector
  - Decision-makers and advisers (including cities and regions)
  - Funders and insurers
  - Researchers, Educators and Training providers
  - End users of transport services
- On a scale from 1 to 5, how beneficial was it for you to join this RESKILLING activity?
- On a scale from 1 to 5, how relevant do you think your expertise was for this RESKILLING activity?
- On a scale from 1 to 5, how satisfied are you with your participation in this RESKILLING activity?
- Any feedback on what to improve?
- Any quote on something you have learned today or you would like us to share with the community?