Skills, Sustainability, and Sectoral Transformation

Sustainability consultant Elisa Pagliaroli discusses digital transformation, workforce readiness, and the skills reshaping the automotive-mobility ecosystem

We spoke with **Elisa Pagliaroli,** Sustainability Consultant and Head of Research and Anticipation Department at SPIN360, to explore the driving forces behind the future of mobility as outlined in the TRIREME D2.1 reports.

The reports provide a comprehensive analysis of the sector's current needs and future directions, focusing on Digital Transformation, Green Sustainability and Circular Economy, Resilience of Value Chains and New Business Models.
We wanted to explore the methodology behind assessing the relevance and urgency of emerging trends, to examine the anticipated impact on innovation and competitiveness, and to learn more about the strategies proposed to bolster supply chain resilience. We were also interested in investigating the critical skills gaps identified and the framework suggested for up-skilling and re-skilling the workforce.

Elisa Pagliaroli, SPIN360

Could you explain how you evaluated the relevance and urgency of the trends for 2030–2050 and what criteria or metrics were used to forecast their implications on skills and job requirements in the automotive-mobility sector?

Work Package 2 of the TRIREME project is focused on research and strategic anticipation. When it comes to the trends' evaluation, we assessed their relevance and urgency using a mixed-method approach that combined desk research, targeted stakeholder surveys, and participatory workshops, following both a quantitative and qualitative approach. The literature review provided a solid foundation by exploring major challenges and opportunities, while the survey and the workshops allowed us to validate the trend prioritization through direct engagement with key actors in the sector.

Based on the trends highlighted in the report—especially digital transformation, sustainability, and evolving regulatory frameworks—what impact do you anticipate these developments having on companies? In particular, how do you see this affecting their education and training strategies to ensure the workforce has the right skills, and what challenges or opportunities might arise as a result?

These developments are pushing companies to rethink their strategic planning and invest more heavily in agile, continuous learning systems. Digitalisation and sustainability are driving the demand for new competences. Companies face both the challenge of aligning fast with shifting regulations and the opportunity to innovate and position themselves competitively through proactive workforce development.

Considering the emphasis on the Skills Agenda within TRIREME, what strategies and best practices does the report propose to develop the necessary skills in the automotive sector? In your view, how can both the public and private sectors collaborate effectively, and could you share any examples of successful partnerships?

The report highlights the importance of public-private partnerships, modular and flexible training pathways, and industry-driven skills forecasting. It emphasizes work-based learning, micro-credentials, and digital platforms for upskilling. Successful examples include collaborations between OEMs and vocational training centers, where curricula are co-designed to meet real-time industry needs.

> ***Proactive efforts in workforce development will be critical to ensuring resilience and competitiveness in the evolving automotive-mobility ecosystem.***
> **- Elisa Pagliaroli**

With the rapid digitalisation and green transition reshaping the sector, what are the key skills gaps highlighted in the report,?

The findings show that while organisations are aware of these trends, there is often a gap in preparedness, particularly in high-priority areas like AI, Machine Learning and Data Analytics. Electromobility and circular economy practices emerged as crucial for sustainability, with growing demands for green transformation experts and energy engineers. Additionally, Mobility as a Service (MaaS), Maintenance as a Service, Aftermarket Services and Digital retail are transforming the business landscape, driving the need for new customer service and digital transformation roles. Results underscore also the pressing need for upskilling and reskilling the workforce to address these changes. Key roles such as software developers, data scientists, logistics specialists, and engineers are expected to be in higher demand.

As the sector embraces digital transformation and sustainability, training in AI, electric vehicle technology, and digital skills is essential to bridge the gap between current capabilities and future needs. Proactive efforts in workforce development will be critical to ensuring resilience and competitiveness in the evolving automotive-mobility ecosystem.

As the automotive-mobility sector undergoes profound transformation, one message from Elisa Pagliaroli resonates clearly: innovation alone is not enough - investing in people is crucial. By fostering continuous learning, embracing public-private collaboration, and aligning skills development with emerging trends, the industry can not only adapt to change but lead it. Building a resilient, future-ready workforce is not just a strategy; it is a necessity for driving sustainable and competitive growth.

Further Reading & Resources

The full TRIREME D2.1 reports can be accessed online.

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