



Transport and mobility
sector overview

Evolving Together

Flourishing in the
age-diverse workforce



Transport and mobility

A young woman with long blonde hair, wearing glasses and a green textured top, has a black backpack and is smiling while talking to an older man. The man has white hair, a beard, and glasses, and is wearing a light blue button-down shirt. They are standing on a train platform next to a blue and white train. The background shows the station's interior with wooden beams and lights.

Investing in the skills needed to prepare for the future of mobility can help the sector to flourish

As the automotive industry undergoes rapid change, it will need to recruit new talent and develop new skills in areas such as low carbon technologies, AI and data processing, and cybersecurity as well as sustainable manufacturing practices. Training and re-training new skills will be critical to meet demand from electric vehicles and ensure the ability to design, test and repair complex software-based systems such as self-driving technology. For example, the Renault Group plans to train 15,000 colleagues by 2025, as it pursues a strategy to become a next-generation automotive company¹⁵⁶.

A similar picture is reflected across the sector in terms of the need to respond to emissions policies, regulation and advances in digital technologies that can revolutionize how we manage and deliver transport. The aviation industry, for example, is also aviation ecosystem is also under considerable pressure to rapidly evolve, particularly in response to the push for net zero (including the changing use of fuel and fuelling) and from changing technology, including increased operational automation¹⁵⁷.

Globally, the transport and mobility sector is facing combined pressures of an ageing workforce and a shrinking number of new joiners. Similarly, aerospace skews in favour of the 50 to 54-year bracket¹⁵⁸. At the same time, the sector is experiencing rising demand as shopping habits and consumer behaviour shift and environmental pressures encourage use of public transport, with projections of a 79% increase in transport passenger demand and a 100% rise in freight demand by the midpoint of the century¹⁵⁹.

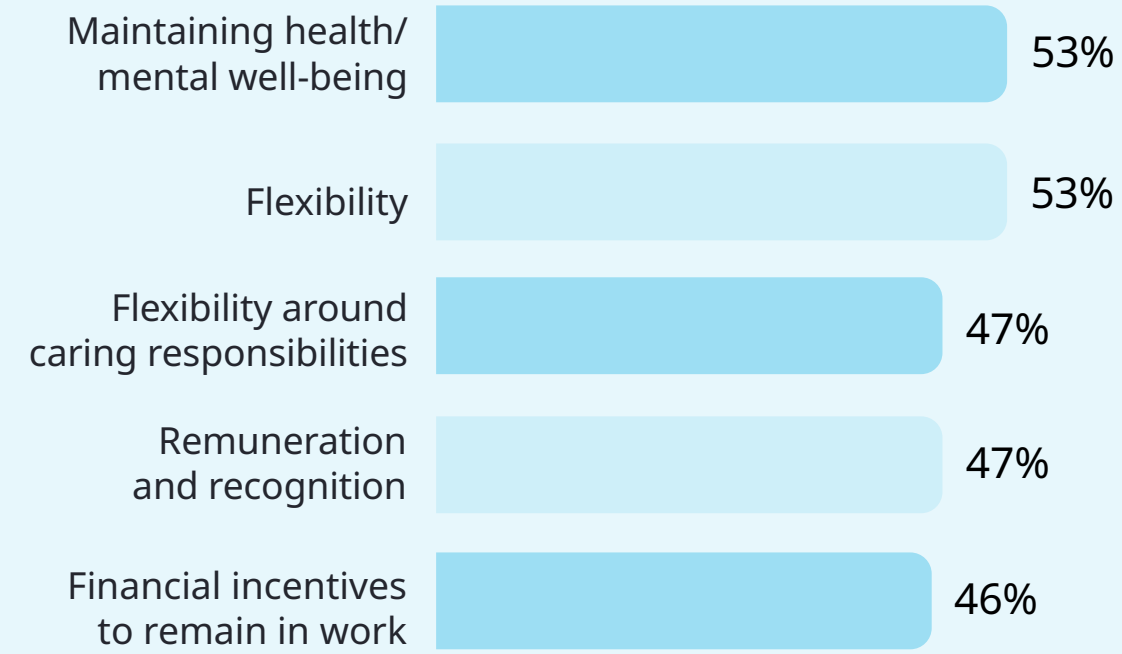
The International Road Transport Union (IRU) has described a demographic timebomb facing the sector, noting that with the exception of China and Uzbekistan most drivers are over the age of 25 (under 12% are younger globally, and only 5% are in Europe)¹⁶⁰. Their research also shows that in Europe, the average age of bus and coach drivers is 50¹⁶¹.

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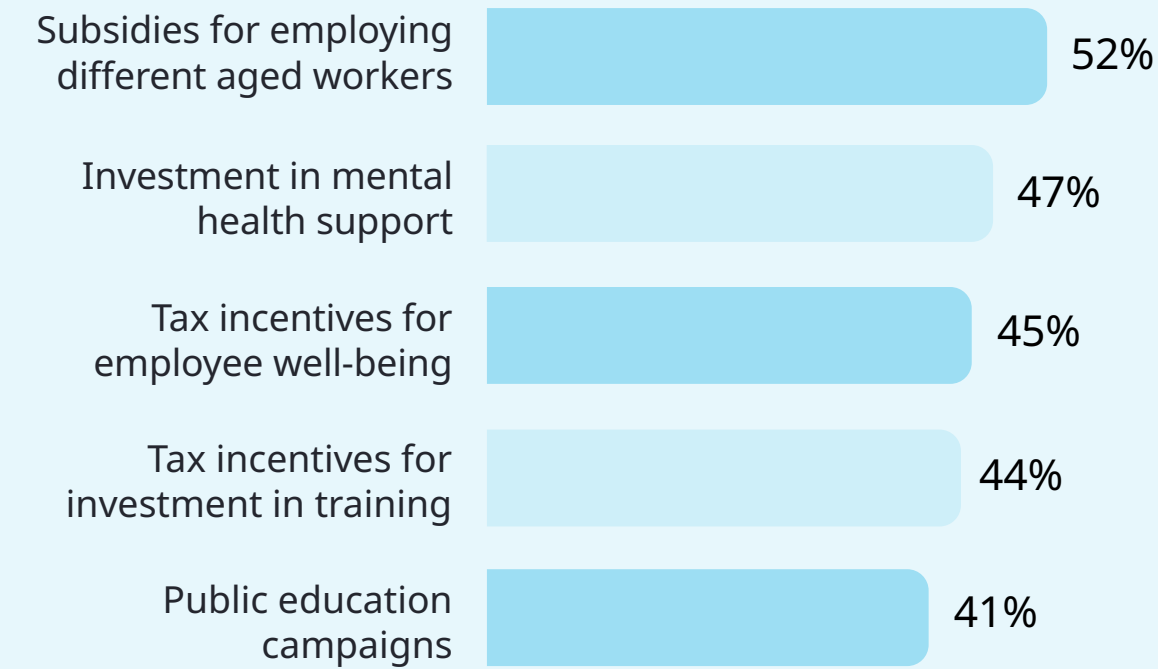
In the UK, 29% of HGV drivers are over the age of 56¹⁶², while in the US, the average age for men working in transport roles is 45.6¹⁶³, with 40% of those working in transit roles 55 or over¹⁶⁴. In Germany, the BGA, Germany's wholesale and trading association, has warned that 30,000 truck drivers are retiring every year, threatening the country's supply chains with collapse¹⁶⁵. Demographics shifts across society do not only impact drivers – according to the RHA, 81.8% of transport managers in the UK are over the age of 45¹⁶⁶.

Transport and mobility: priorities for success in a future age-diverse workforce*

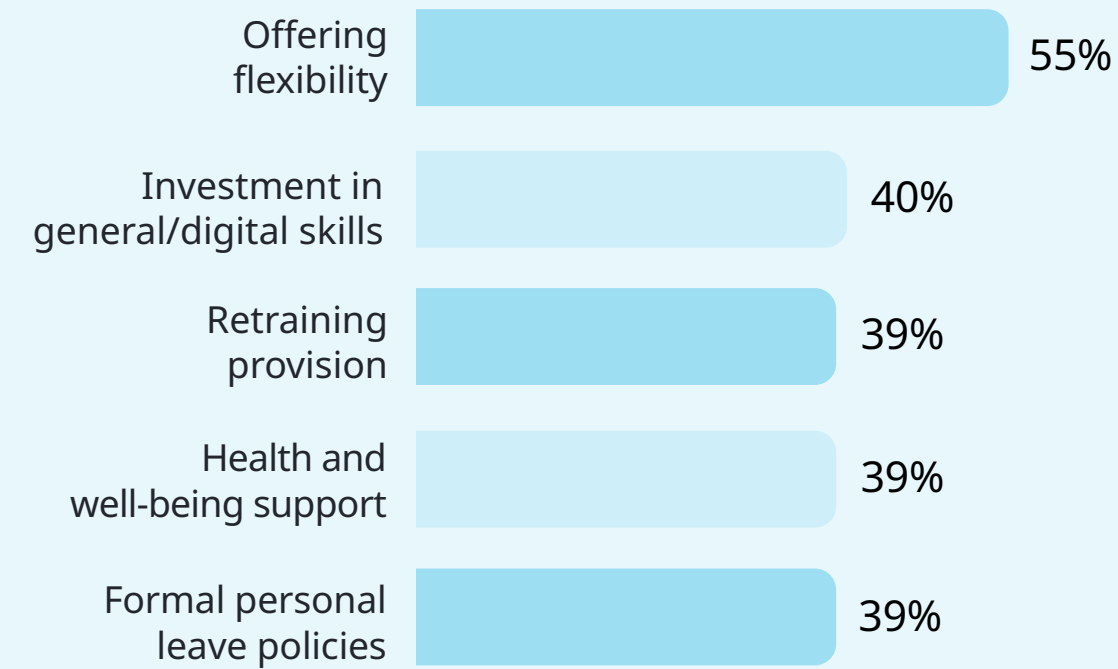
Priorities for individual career development



Priorities for government and societal action



Priorities for businesses to succeed



* Full question and answer lists can be found in the methodology section



Priorities for action

The impact of net-zero targets and introduction of digital technologies will require a merger of new and existing skills as the way we design, manufacture, operate, maintain or service our vehicles and wider transport systems changes. The global transport and mobility sector is a complex and rapidly changing ecosystem, including many transport modes and lifecycle phases – making, operating, maintaining, and repurposing vehicles for air, land, and water. Despite the different roles, flexibility from those working in it is seen as a key ingredient in the sector’s future success.

The complexity of the sector creates challenges for recruiting and developing skills during a significant transition towards vehicles operated by different

technologies and with increasing levels of automation. These technologies aren’t yet developed enough to displace essential roles, like drivers and operators, meaning people will still be front and centre. The focus on maintaining health and well-being (53%, on par with the global figure) speaks to the need to have a thriving workforce.

A well-managed transition will be critical to retaining skills to maintain current transport systems, while introducing new skills for future mobility. Investing in upskilling and retraining, which scored second in the list of factors to accelerate business success in the future, offers the potential to support redeployment of roles over time, in addition to recruiting for emerging and specialized roles.

Please access the [full report](#) to view the references referred to in this pdf.



Nick Fleming, Director, Transport & Mobility, BSI

“The introduction of advanced digital technologies, such as use of Automation and AI, and alternative energy pathways, drives change in the transport and mobility industry, across all modes of transport.

Investing in the skills needed to make this transition happen safely will be vital to ensure the sector is prepared to respond to delivering a cleaner, smarter future of mobility and can grow and flourish.”

“Electrification, automation, and connectivity of vehicles will fundamentally change the way they are made, operated, and maintained. And, as the transformation gathers pace and changes the nature of specific roles and skills required, a future skills roadmap that addresses the changing demographics of the workforce can help fulfil today’s needs whilst building the new transport and mobility workforce. This roadmap must provide for retraining and recruitment from a diverse society into a more diverse workforce, with multiple generations working side by side during a transformational era.”



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